

STRATEGIES FOR HUMAN RESOURCE MANAGEMENT IN THE
DIGITAL ERA FOR GUANGXI UNIVERSITIES

HAN YI

A thesis paper submitted in partial fulfillment of the requirements for
the Degree of Doctor of Philosophy Program in Educational Administration
Academic Year 2023
Copyright of Bansomdejchaopraya Rajabhat University

Thesis Title Strategies for Human Resource Management in the Digital Era for Guangxi Universities

Author Mrs.Han Yi

Thesis Committee


..... Chairperson
(Associate Professor Dr. Niran Sutheeriran)


..... Committee
(Assistant Professor Dr. Kanakorn Sawangcharoen)

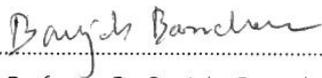

..... Committee
(Assistant Professor Dr.Patchara Dechhome)

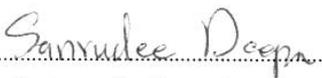
Accepted by Bansomdejchaopraya Rajabhat University in Partial Fulfillment of the Requirements for the Degree of Doctor of Philosophy in Educational Administration

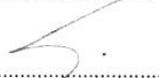

..... Dean of Graduate School
(Assistant Professor Dr. Kanakorn Sawangcharoen)


..... President
(Assistant Professor Dr. Kanakorn Sawangcharoen)

Defense Committee


..... Chairperson
(Assistant Professor Dr. Banjob Boonchan)


..... Committee
(Associate Professor Dr. Sanrudee Deepu)


..... Committee
(Associate Professor Dr. Thirasak Uppamaithichai)

Title	Strategies for Human Resource Management in the Digital Era for Guangxi Universities
Author	Han Yi
Program	Education Administration
Major Advisor	Assistant Professor Dr.Luxana Keyuraphan
Co-advisor	Assistant Professor Dr.Kanakorn Sawangcharoen
Co-advisor	Associate Professor Dr.Niran Sutheeniran
Academic Year	2023

ABSTRACT

The objectives of this research were: 1) to study the current situation of human resource management in the digital era for Guangxi universities. 2) to study strategies for human resource management in digital era for Guangxi universities. 3) to evaluate the suitability and feasibility of strategies for human resource management in digital era for Guangxi universities. The sample were group included 375 administrators in 10 public universities in Guangxi. Research instruments include: 1) questionnaire, 2) SWOT analysis, 3) focus group discussion, and 4) evaluation form. data analysis by using percentage, mean, standard deviation and content analysis.

The results were found that: 1) the current situation of human resource management in the digital era for Guangxi universities was at high level. Consider for the result of the study aspects ranged from the highest to the lowest level were as following: the highest mean was Salary and Benefits Management, followed by Recruitment Management, Performance Evaluation, Training and Development, Employee Relations Management and Human Resource Planning was the lowest mean. 2) For strategies for human resource management in the digital era for Guangxi universities: 1) improving human resource planning 8 measures, 2) developing recruitment management 11 measures, 3) promoting training and development 8 measures, 4) supporting performance evaluation 10 measures, 5) enhancing salary and benefits management 10 measures, 6) solving employee relations management 9 measures, with a total of 56 measures. 3) The suitability and feasibility evaluation result of the strategies are at highest mean.

Keywords: Strategies, Human Resource Management, Digital Era

ชื่อเรื่อง	กลยุทธ์การบริหารทรัพยากรมนุษย์ในยุคดิจิทัลสำหรับมหาวิทยาลัยในมณฑลกวางสี
ชื่อผู้วิจัย	หาน อี้
สาขาวิชา	การบริหารการศึกษา
อาจารย์ที่ปรึกษาหลัก	ผู้ช่วยศาสตราจารย์ ดร.ลักษณา เกตุราพันธ์
อาจารย์ที่ปรึกษาร่วม	ผู้ช่วยศาสตราจารย์ ดร.คณกร สว่างเจริญ
อาจารย์ที่ปรึกษาร่วม	รองศาสตราจารย์ ดร.นิรันดร์ สุธีนิรันดร์
ปีการศึกษา	2566

บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์ 1) เพื่อศึกษาสภาพปัจจุบันของการบริหารทรัพยากรมนุษย์ในยุคดิจิทัลสำหรับมหาวิทยาลัยในมณฑลกวางสี 2) เพื่อศึกษากลยุทธ์การบริหารทรัพยากรมนุษย์ในยุคดิจิทัลสำหรับมหาวิทยาลัยในมณฑลกวางสี และ 3) เพื่อประเมินความเหมาะสมและความเป็นไปได้ของกลยุทธ์การบริหารทรัพยากรมนุษย์ในยุคดิจิทัลสำหรับมหาวิทยาลัยในมณฑลกวางสี กลุ่มตัวอย่างที่ใช้ในการวิจัยครั้งนี้ ได้แก่ ผู้บริหารมหาวิทยาลัยในมณฑลกวางสี จำนวน 10 แห่ง รวมทั้งสิ้น 375 คน เครื่องมือที่ใช้ในการวิจัย ได้แก่ แบบสอบถาม การวิเคราะห์ SWOT แบบสนทนากลุ่ม และแบบประเมินสถิติที่ใช้ในการวิจัย ได้แก่ ค่าร้อยละ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน และการวิเคราะห์เนื้อหา

ผลการวิจัยพบว่า 1) สภาพปัจจุบันของการบริหารทรัพยากรมนุษย์ในยุคดิจิทัลสำหรับมหาวิทยาลัยในมณฑลกวางสี โดยภาพรวมอยู่ในระดับสูง เมื่อพิจารณาเป็นรายด้าน พบว่า การบริหารค่าตอบแทนและสิทธิประโยชน์ มีค่าเฉลี่ยสูงสุด รองลงมาคือ การบริหารการสรรหา การประเมินผลการปฏิบัติงาน การฝึกอบรมและพัฒนา ส่วนการบริหารแรงงานสัมพันธ์ และการวางแผนทรัพยากรมนุษย์ มีค่าเฉลี่ยต่ำสุด 2) กลยุทธ์การบริหารทรัพยากรมนุษย์ในยุคดิจิทัลสำหรับมหาวิทยาลัยในมณฑลกวางสี ได้แก่ 1) ปรับปรุงการวางแผนทรัพยากรมนุษย์ จำนวน 8 มาตรการ 2) พัฒนาการบริหารการสรรหา จำนวน 11 มาตรการ 3) ส่งเสริมการฝึกอบรมและพัฒนา จำนวน 8 มาตรการ 4) สนับสนุนการประเมินผลการปฏิบัติงาน จำนวน 10 มาตรการ 5) ยกระดับการบริหารค่าตอบแทนและสิทธิประโยชน์ จำนวน 10 มาตรการ และ 6) แก้ไขการบริหารแรงงานสัมพันธ์ จำนวน 9 มาตรการ รวมทั้งสิ้น 56 มาตรการ 3) ผลการประเมินความเหมาะสมและความเป็นไปได้ของกลยุทธ์การบริหารทรัพยากรมนุษย์ในยุคดิจิทัลสำหรับมหาวิทยาลัยในมณฑลกวางสี อยู่ในระดับสูงสุด

คำสำคัญ: กลยุทธ์ การบริหารทรัพยากรมนุษย์ ยุคดิจิทัล

Acknowledgments

As I approach the end of my half past three years of study in Thailand, I would like to express my sincere gratitude to Bansomdejchaopraya Rajabhat University! I think I am fortunate to have met a lovely and respectful group of teachers and a group of like-minded students here, and I have gained the warmth and enthusiasm of all of you as I have enjoyed my academic success.

I was fortunate to be able to carry out my PhD research under the supervision of Associate Professor Dr.Niran Sutheeniran, whose profound academic knowledge and rigorous, meticulous approach to learning were all examples for me to follow. I would also like to thank my co-advisor, Assistant Professor Dr.Kanakorn Sawangcharoen and Assistant Professor Dr.Patchara Dechhome, who have helped me tremendously in my PhD studies and from whom I have learned so much. I think that without them, my journey would not have been so smooth.

I would like to thank Assistant Professor Dr.Sarayuth Sethakhajorn, Professor Xu Yanyu, Ms.Natchaya Pukkaewsri, and other many teachers and classmates who have helped me!

In addition, I would like to thank my leaders and workmates of Guangxi Polytechnic of Construction, which I work. Without their support and help, I would not have been able to complete my studies.

Finally, I would like to thank my families. It was their selfless love and support that allowed me to move forward and be fearless of difficulties. When I was lost and tired, they gave me warmth and encouragement, and let me find my confidence again.

As I am about to say goodbye to the university campus, I once again express my heartfelt thanks to all those who have helped me. May we all be brave enough to pursue our dreams and realize our life values in the coming days. Thank you all again.

Han Yi

Contents

	Page
Abstract.....	i
Abstract (Thai).....	ii
Acknowledgement.....	iii
Contents.....	iv
List of Figures.....	vi
List of Tables.....	vii
Chapter	
1 Introduction	1
Rationale.....	1
Research Question.....	3
Objective.....	3
Scope of the Research.....	4
Advantages.....	4
Definition of Terms.....	5
Research Framework.....	7
2 Literature Review	8
Concept of higher education administration.....	8
Concept and theory of human resource management.....	14
Concept of Guangxi Universities.....	47
Related Research.....	49
3 Research Methodology	57
The Population/ Sample Group.....	57
Research Instruments.....	58
Data Collection.....	60
Data Analysis.....	60

Contents (Continued)

	Page
4 Results of Analysis	66
Symbol and Abbreviations.....	66
Presentation of Data Analysis.....	66
Result of Data analysis.....	67
5 Discussion Conclusion and Recommendations	147
Conclusion.....	147
Discussion.....	152
Recommendations.....	184
References	188
Appendices	200
A List of Specialists and Letters of Specialists Invitation for IOC Verification....	201
B Official Letter.....	203
C Research Instrument.....	244
D The Results of the Quality Analysis of Research Instruments.....	275
E Certificate of English.....	286
F The Document for Accept Research.....	288
Researcher Profile	290

List of Figures

Figure	Page
1.1 Research Framework.....	7
4.1 The outline of strategies for human resource management in the digital era for Guangxi universities.....	122
4.2 The strategies for human resource management in the digital era for Guangxi universities.....	130
4.3 Strategies for improving human resource planning.....	134
4.4 Strategies for developing recruitment management.....	135
4.5 Strategies for promoting training and development.....	136
4.6 Strategies for supporting performance evaluation.....	137
4.7 Strategies for enhancing salary and benefits management.....	138
4.8 Strategies for solving employee relations management.....	139

List of Tables

Table	Page
3.1 Lists of university and sample size.....	58
4.1 Number and percentage of respondents.....	67
4.2 The mean and standard deviation of the current situation of strategies for human resource management in the digital era for Guangxi universities in six aspects.....	69
4.3 The mean and standard deviation of the current situation of strategies for human resource management in the digital era for Guangxi universities in Human Resource Planning.....	70
4.4 The mean and standard deviation of the current situation of strategies for human resource management in the digital era for Guangxi universities in Recruitment Management.....	72
4.5 The mean and standard deviation of the current situation of strategies for human resource management in the digital era for Guangxi universities in Training and Development.....	73
4.6 The mean and standard deviation of the current situation of strategies for human resource management in the digital era for Guangxi universities in Performance Evaluation.....	75
4.7 The mean and standard deviation of the current situation of strategies for human resource management in the digital era for Guangxi universities in Salary and Benefits Management.....	76
4.8 The mean and standard deviation of the current situation of strategies for human resource management in the digital era for Guangxi universities in Employee Relations Management.....	78
4.9 Analysis result of the SWOT of human resource management in the digital era in universities in Guangxi.....	119
4.10 The outline of strategies for the human resource management in the digital era for Guangxi universities strategies.....	123
4.11 The strategies for human resource management in the digital era for Guangxi universities strategies.....	131
4.12 The mean and standard deviation of the evaluation of the Suitability and feasibility of strategies for human resource management in the digital era for Guangxi universities in six aspects.....	140

List of Tables (Continued)

Table	Page
4.13 The mean and standard deviation of the evaluation of the suitability and feasibility of strategies for improving human resource planning.....	141
4.14 The mean and standard deviation of the evaluation of the suitability and feasibility of strategies for developing recruitment management.....	142
4.15 The mean and standard deviation of the evaluation of the suitability and feasibility of strategies for promoting training and development.....	143
4.16 The mean and standard deviation of the evaluation of the suitability and feasibility of strategies for supporting performance evaluation.....	144
4.17 The mean and standard deviation of the evaluation of the suitability and feasibility of strategies for enhancing salary and benefits management.....	145
4.18 The mean and standard deviation of the evaluation of the suitability and feasibility of strategies for solving employee relations management.....	146

Chapter 1

Introduction

Rationale

In 2020, General Secretary Xi Jinping pointed out in Zhejiang that he should seize the opportunities given by digitalization and digital industrialization, vigorously promote technological innovation, and strive to strengthen new growth points and form new development capacity. Digital transformation has become the main direction of current organizational change. In recent years, with the continuous development of emerging information communication technologies such as big data, cloud computing, and Internet of Things, the internal management model and organization of universities are facing higher development requirements and continuous optimization pressure. (Li Yazhen, Wang Xu, 2020) In the context of digital transformation, higher education assumes important duties to cultivate high-level composite talents and meet the needs of human resources development. Informatization is constantly changing to digitalization to ensure that universities are more intelligent, more integrated, systematic, and more scientific decision-making, and stronger business capabilities, so as to truly realize "data information" into a "assets". (Ma Jun, Tsai Yibing, Guo Mingjie, 2022).

To sum up, universities should sum up their practical experience and actively formulate new strategies and plans, so as to better adapt to the development opportunities and risks and challenges in the new era. The reform of human resource management in universities should focus on digital technology means and platforms, and give full play to the effectiveness of digital application in the management practice link and process, so as to highlight the strategic value of digital human resource management in the management decision of universities. Focusing on the topic of "how to improve the value and benefit of human resource management in universities with the help of digital transformation", the corresponding solutions are put forward. (Wu Lunwen, Han Peng, 2023) In the digital era, artificial intelligence will have a great impact on the human resource management of universities.

In recent years, The State Council and central government departments in China have given support to and attached great importance to the vigorous development of the new generation of digital era technology. The Ministry of Industry and Information Technology issued the Three-year Action Plan for the Development of New Data Centers in July 2021, in which it was clearly proposed that accelerating the coordinated development of artificial intelligence technology and new data centers should be deployed at the national strategic level, and strive to build a new computing ecosystem with Chinese characteristics. So far, China has made great progress in the new generation of artificial intelligence. In terms of the output of academic papers in the field of new-generation AI, the proportion of China's total academic papers in the field of new-generation AI increased from 4.26% in 1997 to 27.68% in 2017, according to the Research Report on China's Artificial Intelligence Development published by the Center for Global Science and Technology Development and Policy Research of Tsinghua University. The number of academic papers ranked first in the world. In terms of patent filings, China is the leader in AI patent placement, far outnumbering the US and Japan. In terms of market size, China's AI market will exceed 23.7 billion in 2017, with an average annual growth of 67%. From the perspective of venture capital, more than 60% of the investment in the world's artificial intelligence field comes from the domestic market, and most of them are concentrated in the field of artificial intelligence robots. In terms of talent training level, universities and research institutes have become the main carrier of artificial intelligence talents in China. At present, talent cultivation in the field of artificial intelligence accounts for about 8.9 percent of the country, with the number of 180,000 people, second only to the United States (13.9 percent). However, the number of domestic talents with high H-factor evaluation is less than 1,000, which is less than one fifth of that of the United States, ranking sixth in the world. It can be seen that China still needs to have a long-term accumulation of AI talents.

At present, many artificial intelligence products have begun to be used in the field of human resource management. For example, in September 2017, Deloitte Group's financial management robots began to work, and pointed out that by 2025, Deloitte Group's financial management robots will completely replace all basic financial management staff; In April 2018, Aon Technology created the first SaaS cloud platform fully oriented to the entrepreneurial financial management of

enterprise employees in China through artificial intelligence technology, which significantly mobilized the work enthusiasm and innovation of employees in the enterprise, and promoted the company's profit greatly. In 2019, IBM successfully applied artificial intelligence technology to its employee management system, and developed a set of employee job-hopping and dismissal warning system, which can predict employees' job-hopping intentions with an accuracy of more than 95 percent. IBM has successfully used this system to attract a large number of corporate employees and save more than \$300 million a year. Artificial intelligence has indeed been applied to the human resource management of some enterprises at home and abroad, but it is still rarely applied to the human resource management of universities.

Therefore, starting from 2020, China have selected dozens of demonstration colleges across the country as pilot colleges for the construction and development of teachers boosted by artificial intelligence, hoping to make breakthroughs in the research in this field. It is a great honor that my work unit, Guangxi Polytechnic of Construction, is one of the demonstration colleges. The Chinese Ministry of Education has applied for 20 million RMB to support the project.

Research Questions

1. What is the current situation of human resource management in the digital era for Guangxi universities?
2. What is the strategies for human resource management in digital era for Guangxi universities?
3. Are the strategies for human resource management in digital era for Guangxi universities applicable and feasible?

Objectives

1. To survey the current situation of human resource management in the digital era for Guangxi universities.
2. To provide strategies for human resource management in digital era for Guangxi universities.
3. To evaluate the both of suitability and feasibility of strategies for human resource management in digital era for Guangxi universities.

Scope of the Research

Population and the Sample Group

Population

The population includes 12440 administrators and teachers from 10 public universities in Guangxi.

The Sample Group

The sample group were 375 administrators and teachers according to Krejcie and Morgan (1970) sampling table by using systematic random sampling and sample random sampling by drawing from 10 Guangxi public universities.

The Variable

Strategies for human resource management in digital era for Guangxi universities as follows: 1).Human Resource Planning; 2) Recruitment Management; 3) Training and Development; 4) Performance Evaluation; 5) Salary and Benefits Management; 6) Employee Relations Management.

Advantage

1. In the context of digital technology empowerment, human resource management in universities can effectively reduce management costs, improve management efficiency, and provide strong support for the integration and expansion of human resources, as well as the planning and training of human resources.

2. Because of its advantages of automation and intelligence, digitalization is widely used in human resource management in universities, which helps to liberate teachers from mechanical and repetitive basic work, make them better put into important work, and improve the work efficiency and output of teachers and staff to the greatest extent.

3. On the basis of studying the digital strategy of human resource management in Guangxi universities, this paper has some reference function for the digital reform of human resource management in China and even foreign universities.

Definition of Terms

Human resource management of university refers to achieve the strategic goals of university, based on the development planning of universities, they are fully managed by human resource planning, recruiting, training development, performance evaluation, salary rewards, Employee Relations and other tasks of university human resources. process. As a result, the common development of universities and talents is finally realized. Therefore, there are 6 variables in this paper as following: 1).Human Resource Planning; 2) Recruitment Management; 3) Training and Development; 4) Performance Evaluation; 5) Salary and Benefits Management; 6) Employee Relations Management.

Human Resource Planning refers to the fact that administrators in Guangxi can analyze and dynamically deduce the data of the stock, structure and flow of administrators and teachers by digital means, determine the needs of talents, and put forward early warning of the introduction and training of administrators and teachers based on the external talent market. At the same time, according to the employee expectation survey, formulate more forward-looking personnel management planning, to solve the problems such as job mismatch, personnel loss and uncoordinated student-teacher ratio. Universities may set a high efficient human resource planning by using digital technology.

Recruitment Management refers to in the big data analysis and digital technology such as artificial intelligence, Guangxi universities can according to the human resources planning to help university human resources managers build needed talent portrait and knowledge map, search the national university talent database and recruitment platform in the applicant information, rapid comparison, make matching degree evaluation, intelligently recommend high matching degree of the candidates. In addition, it can also use digital technology to realize the management process of intelligent recruitment to save recruitment time, reduced greatly the recruitment cost, and improve recruitment efficiency.

Training and Development refers to under the background of digital, artificial intelligence and big data can be for Guangxi universities administrators and teachers tailored personalized training plan and learning methods, training system, transformation of training results and training effect evaluation, intelligent push learning courses and should organize the training project or share training

information, help employees comprehensive growth. Specifically, training and development include the following aspects: the improvement of knowledge and skills, the strengthening of behavioral practice, the integration of learning resources, the increase of human capital, etc. Universities may set a high efficient training and development by using digital technology.

Performance Evaluation refers to under the powerful digital system, Guangxi universities build accurate performance plans, track employee's work completed, project advancement, to collect attendance data, analysis employee's performance index completion, found defects, formulate feasible new performance indicators. At the same time, the reasons for the difference in the performance can be analyzed, and combined with the actual results of the performance evaluation, the suggestions for personnel post adjustment can be put forward, so as to realize the dynamic and accurate matching of people and posts. Administrators get a high efficient performance evaluation by using digital technology.

Salary and Benefits Management refers to administrators establish a reasonable wage and benefits system in order to better complete work performance and improve work efficiency in this paper, Guangxi universities use the salary system to complete the payment of salary and Benefits, and all administrators and teachers can query the detailed salary details, rewards and punishments after logging in the personal salary system. Universities can also understand the welfare expectations of all employees, formulate reasonable welfare policies according to the needs of employees and the actual situation of the university to improve employee's job satisfaction and loyalty and promote the development of the university. Administrators and teachers have a high efficient salary and benefits management by using digital technology.

Employee Relations Management refers to use of digital technology in Guangxi universities to communicate, manage and encourage with employees, predict the possibility of employee loss and the cause of employee loss, so as to more accurately implement retention, reduce the negative impact of sudden resignation of employees, so as to improve employee satisfaction. More importantly, the information system can also help the employee relationship management in Guangxi universities more accurate and intelligent, and the labor relations more harmonious and stable. Administrators and teachers have a high efficient employee relations management by using digital technology.

Digital Era refers to be divided into narrow digitalization and broad digitalization. The narrow digitalization mainly uses digital technology to renovate the digitalization of specific business and scenarios, and pay more attention to the cost and efficiency of digital technology on the business. The digitalization in a broad sense is to use digital technology to systematically and overall changes in the business models and operation methods of various organizations such as enterprises, schools, and governments.

Strategies refers to the methods of using digital technology and artificial intelligence to improve the efficiency and efficiency of the human resources management and efficiency of Guangxi universities in the digital era. In turn, improve the efficiency of education management in Guangxi universities.

Research Framework

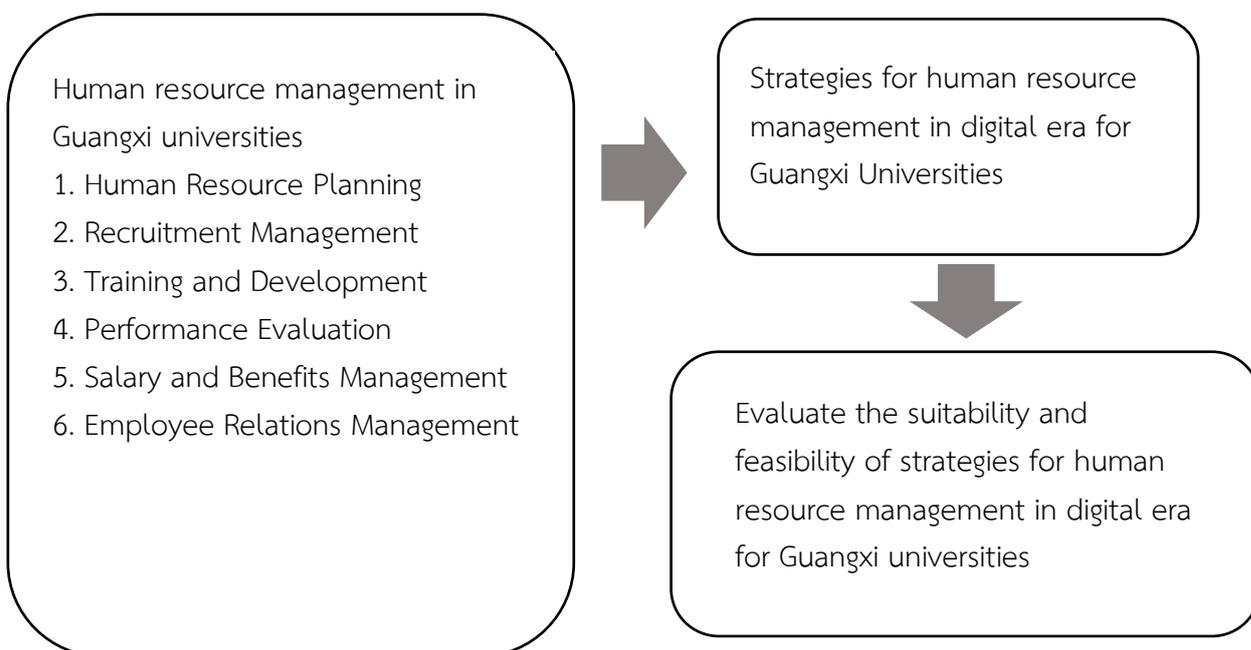


Figure 1.1 Research Framework

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 human resource management in the digital era for Guangxi universities, this chapter sets out the theories as follow:

1. Concept of education administration
2. Concept and theory of human resource management
3. Context of Guangxi Universities
4. Related Research

Concept of education administration

Definition of education administration

Song Xuexian (1998, p.107) proposed that educational management refers to the organization, leadership and management of educational undertakings and schools by national or local governments.

Professor Sun Miantao (2007, p.67) believes that educational management is an activity in which educational administrators use certain principles and methods to rationally allocate educational resources under specific conditions, guide and organize educational personnel to complete educational tasks and achieve educational goals.

Kang Dongdong (2017, p.87) divides educational management into two categories, broad and narrow, as follows: Broadly speaking, educational management refers to the management of all educational activities, including school educational management and educational administration. 5 In the narrow sense, educational management is dedicated to educational administration, as well as functional activities such as the intervention, intervention, coordination, control, guidance and service of the state or government education authorities to the cause of teachers.

Duan Xiaomin (2014, p.54) believes that the research on educational management is the research on educational management itself, and the research content is mainly aimed at the theoretical and practical problems of educational management. Educational management research, as an important organic component of educational management, such as the wings of a flying tiger, has always been the focus of researchers.

Lin Yan (2024, p.52) believes that artificial intelligence and college education management always present a relationship of mutual game and integrated development, and the unity of opposition between the two drives the prosperity and development of society. Relying on the reform and innovation of education management, colleges and universities can improve the conformity of talent training standards with the needs of social development, cultivate application-oriented, composite and innovative talents, promote the application, popularization and reform of artificial intelligence technology, make it further promote the improvement of productivity, and become the internal driving force of economic transformation and social development.

Xu Jihong (2007, p.9) believes that educational management is an activity of the intersection and combination of education and management, and a specialized activity of education management. It is not only a part of social management, but also has its own characteristics different from social management.

Zhang Chunlan (1997, p.111) pointed out that as a kind of social activity, educational management appears and combines with school education activities, that is, since human society has school education, educational management has also come into being. In this sense, educational management already existed in the early days of Chinese slave society.

To sum up, educational management refers to a series of management activities that integrate and coordinate human, material and financial resources in educational organizations to achieve educational goals.

Development of education administration

In the early 20th century, with the progress of industrialization, management science flourished. Taylor's scientific management movement and its application in educational administration have promoted the development of educational management.

Chen Guixiang (2017, p.12) elaborated that the books called *The School Report* and *The School Effect* by Squiddon and Allen (1908), summarized the experience of schools in drawing on business management ideas and methods.

Bagley's (1901) *Teacher Management* analyzed the cost of running a school and studied the relationship between educational input and output. American Newlen (1937) put forward the view of authoritarianism in school management, which is an attempt to transplant the method of business management to educational management. American Covens (1949) stressed that school is a complex social group, and the responsibility of managers is to promote the interaction of all employees in the management process. It is also an attempt to apply the ideas of enterprise management in educational management.

Chen Shuwen, Qiao Kun (2010, p.221) systematically explained the subject construction and basic theories of educational management in his book *Modern Teaching Management*. In his book *Introduction to Modern Educational Management*, they discussed the theoretical level and system structure of the discipline of educational management. Starting from the basic contradictions of educational management activities, he established the theoretical basis of the discipline and combined the basic concepts, historical origin and historical background. Combining theory with practice, the common problems and universal laws in all kinds of educational management at all levels are expounded.

In his book *Educational Management*, Chen Xiaobin (1999, p.25) introduced the nature, characteristics and basic concepts of educational management, combed out the theoretical basis and schools of modern educational management, and introduced in detail 16 aspects of educational administrative system, educational administrative organization and staff. As a series of basic teaching materials of pedagogy, the book is widely used and has great influence.

Zhao Leilei, et al. (2022, p.14) elaborated educational administration in his book *Education Administration* from ten aspects, such as management ideology, educational administration system and institutions, and educational organization. His "New edition of *Educational Management*" is arranged according to the principles of educational management, educational management system and institutions, educational policies and laws, educational practice management, educational personnel and educational object management and other contents. At the same time of theoretical elaboration,

the book fully considers the practice and policy of the discipline of educational management, and emphasizes the integration of knowledge and action.

In *Teaching Management: Concepts and Principles*, Huang Wei (2002, p.89) discussed the concept, object, nature, research method and discipline system construction of educational management, the development of western educational management theories, educational administration and personnel management and school personnel management, the development of educational organizations, and the process of educational management.

In *Introduction to Educational Management*, Zhang Xinping (2006, p.78) proposed a systematic and in-depth discussion on such issues as the research object, subject nature, methodology and research methods, theoretical progress and development trend of educational management. The book is rich in content, scientific and reasonable in structure, and has a powerful system of discussion. It discusses China's educational management in the context of globalization, and considers many challenges and problems faced by China's educational management on the basis of learning from the existing experience and achievements of foreign educational management exploration.

Kang Dongdong (2017, p.52) believes that the development of educational management research cannot be separated from a diversified and high-quality research team. It is very necessary to ensure the openness of educational management research, "different people have different opinions", and do not engage in "one word". But which researchers should play the leading role? In the view of researchers, educational management research and educational management should be educational management research and educational management under the guidance of pedagogy. Researchers and practitioners of educational management with profound pedagogical skills should have the spirit of responsibility and strive to grasp the main theme of educational management research and practice. Educational management research and practice should not drift with the tide and become the "experimental field" of simple management.

To sum up, as a specific concept, the origin of "educational management" is closely related to the development of educational management. Educational management theory is rooted in educational management practice. In management practice, through the study of the phenomenon of educational management, the

general law of educational management is explored, the essential characteristics of educational management are revealed, various factors restricting educational management are studied, the relationship between various factors and the structure and form of educational management process are analyzed, and the development trend of educational management is explored.

Concept of higher education administration

He Xiaoxing (2002, p.45) pointed out that China's "Education Administration Dictionary" defines education administration as "the state is the country as the implementation of the education policy, complete the training purpose, and the planning organization and control of the education system. Activity, it includes two parts: education administration and school administration.

Yang Tianping & Shen Yanting. (2019, p.2) proposed that from the definition of administration, the so-called higher education administration is the administration of the entire higher education field. Comprehensive administration of the two. Higher education administration can also be understood from the aspects of macro and micro. From a macro perspective, it refers to put forward tasks, formulate plans, provide conditions, issue regulations, and issue instructions according to the needs of the country. Organize talent training and scientific research.

Yang Tianping & Shen Yanting. (2019, p.3) pointed out that according to the definition of higher education, higher education has the characteristics of large scale, many levels, and complex content. With the development of social politics, economy, culture, science and technology, the scale of higher education has expanded, talent training quality, higher education resources, professional settings, coordination of teacher-student relationships, and socialization of logistical work, etc., determined that higher education in administration in administration It is significantly different from the administration of basic education. This difference is mainly reflected in the administration objects, management principles, methods, and manager quality.

Li Yue (2021, p.48) believes that it is necessary to use Internet technology when innovating higher education administration models. In the process of reform, Internet technology should be integrated into the higher education administration system, so that the higher education administration system can present a relatively complete system.

Gong Yuqiang (2021, p.87) believes that with the development of the times, people's awareness of education has continued to improve, and the transformation of education concepts for universities is imperative. To this end, for the innovation of the "Internet +" management model of Chinese universities, we must pay attention to the innovation of educational concepts. Only by continuously innovating the concept of education administration can we better promote the construction of informationization and improve the efficiency of teaching management.

Sun Yuting (2021, p.167) proposed that in China's traditional education concept, counselors and teachers are the main body of the entire education system, and students' subjectivity in the education system is weak. This educational

Administration concept and modern management of modern management There are certain differences in concepts. To this end, when conducting the improvement of the "Internet +" education administration model, we must pay attention to innovative management concepts.

Lin Bin (2022, p.170) believes that we must learn from foreign advanced management concepts, actively apply Internet technology to the management model, and collect various cases of management models to provide reference for the optimization of China's higher education administration model. College administration should also conduct training in the "Internet +" education administration model, and continuously improve the understanding of college managers' understanding of management model optimization, so as to better promote the application of information technology in higher education administration models.

Feng Xumeng (2022, p.118) supported that higher education administration is the optimized configuration of various elements inside the organization to ensure the order and efficiency of daily management work, and make decisions made to achieve higher education goals. Higher education, educational administration and higher education administration are inseparable. Higher education is the object of higher education administration, and higher education administration is a practical activity that belongs to the field of education (it specifically refers to the completion of secondary education Multi -type education administration).

Xu Fei (2022, p.118) pointed out that although the number of Chinese universities is at the forefront of the world, many colleges and universities are not

ideal in international competitiveness. As of 2023, only Peking University, Tsinghua University, Fudan University, Zhejiang University, and Shanghai Jiaotong University have entered the top 50 of the QS World University, while most schools have not recognized the international community. Therefore, it is necessary to promote the innovation reform of the education administration mechanism of Chinese universities, and to realize the transformation of China from higher education to higher education power. This not only cares about the reform and development of China's higher education, but also the reform and development of the world's higher education administration.

To sum up, higher education administration is an efficient resource allocation of high-efficiency resource allocation to achieve the goal of higher education. Regardless of the macro and micro perspectives, higher education administration is based on the purpose and development law of higher education, consciously regulate various relationships and resources inside and outside the higher education system to achieve the established purpose.

Concept and theory of human resource management

Concept of human resources

The concept of "Human Resources" was first proposed and defined for the first time by the book "Management Practice" written by Peter.f. Drucker (1954, p.12), which was written in 1954 by the "Father of Modern Management" in the United States in 1954.

Peter. f. Drucker (1954, p.17) pointed out in the book that the main body of human resources is human, and the unique coordination, judgment, and imagination of other resources does not have the ability to play in other resources. Other resources must be played through the use and domination of human resources to complete.

Cui Jian (2020, p.123) proposed that management scientist Drucker said: "Human resources is a special resource. Compared with other resources, human resources can collaborate, integrate, judge and imagine."After Schultz proposed the theory of human capital," human resource is the most important resource ". Human resources can effectively allocate all kinds of material resources and improve the utilization rate of material resources. Together with material resources, it becomes

the source of wealth, and plays a key role in the process of wealth formation. The play of this role not only requires the quantity of human resources, but also depends on the quality of human resources, that is, the intelligent quality of physical ability, knowledge, experience and the non-intellectual quality of psychological quality. High-quality human resources are the strategic resources of modern economic growth and the decisive factor of winning the competition. Innovation and entrepreneurship education is to deeply tap the potential of human resources and release the innovative vitality of human resources. The purpose is to improve the quality of human resources and obtain more high-quality human resources.

Chen Yuandun, Chen Quanming. (1995, p.36) proposed that academia to the definition of the concept of human resources is roughly divided into macro and micro two parts: from the macro sense, human resources is a certain range of overall population has the sum of labor ability, refers to a certain, with create material and spiritual wealth for the society, engaged in physical labor and intellectual labor ability of the people.

Tang Chunyong, Li Yali (2021, p.86) believes that the essence of human resources actually refers to "the value management of a organization and the person in this organization."

Ruan Chenyan (2017, p.24) proposed that the definition of the concept of human resources in the academic community is roughly divided into two parts: macro and micro: in a macro sense, human resources are the sum of the overall labor capacity of the population within a certain range, which refers to People who have the general name of creating material and spiritual wealth for the society, and engaging in physical strength and intelligence labor, generally divide and measure in the country or region; in the micro sense, human resources are all types of various types hired by enterprises by enterprises. The sum of the labor capacity of personnel is generally divided and measured by departments and enterprises.

Wang Xiaonan, Ji Tingqi, Zhang Junling. (2015, p.7) believes that manpower mainly includes physical strength and intelligence, and in terms of specific application forms, including physical, thinking, experience, knowledge and skills, the objective carrier is human. Because humans are "live", subjective and capable organisms, compared with material resources, human resources are biological, capable, regenerative, liquidity, intelligence, value and socialism.

To sum up, human resources refer to the number, structure, development and quality of relevant staff during the implementation of a certain activity.

The concept of human resource management

Chang Kai and Tao Wenzhong (2016, p.6) believe that human resource management is a form of adjustment of managers and adjusting labor relations. Through human resource management activities, enterprises and employees are closely linked. While improving corporate benefits, the personal interests of employees have also been guaranteed.

Han Jing (2020, p.54) believes that in fact, human resources management related policies and measures itself convey positive information that attaches importance to employees' interests and pay, such as care and attention to employees' growth and life, providing employees with training and work Equipment tools, etc. In a high-intensity situation, employees can clearly and fully recognize and understand these policies and measures. In this process, the care and support of the organization can also be effectively perceived by employees, which has promoted the emergence of employee organization support.

Wang Xiaoyuan (2012, p.10) proposed that human resource management can be regarded as a process of organizing internal information communication. Employees can perceive organizational goals and organizational values according to the relevant policies and activities of human resources management. The work attitude and work behavior are in line with organizational goals and expectations.

Liu Sha (2022, p.29) believes that through a certain planning and planning, a series of planning and allocation of talent resources in an enterprise to meet corporate positioning and strategy to achieve the requirements of corporate development. Manage the behavior of employees in a certain enterprise.

Zhu Dong (2020, p.90) proposed that tolerance human resource management model and development human resource management are a human resource management model or practice that is still in the "budding period" platform. It does not fully meet the platform-based organization The relationship between organization and equal cooperation with employees advocated.

Liu Xiangyu et al. (2018, p.132) proposed the concept of platform-type human resource management, and believed that platform-based human resource management can help enterprises explore and build organizational forms such as

self-organization, dynamic partners, crowdsourcing networks, etc. It is a flexible kind of flexibility. Human resources management model.

Cui Jianwu (2022, p.50) proposed that human resource management is the concept of enterprise management category, and its research object is human resources in the organization. Human resource management has developed many new concepts, new technologies and new theories around people's positions, motivation, personality, ability, values, career development, performance and organizational environment, and the purpose is to continuously develop the potential of human resources and improve the quality of human capital.

To sum up, human resource management is a highly integrated integration of human resources. Refer to the company's own development strategy and planning deployment. After the corresponding links such as employment, education, application, evaluation, incentives, and optimization of the company's staff, the enthusiasm of the staff is stimulated. Promoting the inherent potential of employees, bringing value to the company, creating income to the company, and fully ensuring the achievement of the company's strategic indicators. It is a full range of human resources strategies and corresponding management of enterprises or other units.

The concept of Human Resources Management of University

Research on the human resource management of university teachers can be traced back to Taylor's scientific management in the early 20th century. Due to the development of productivity and the huge investment in education, the society and the government pay attention to the quality and efficiency of education departments and require school managers to focus on efficiency and take it as the main index to evaluate and assess the school management level. In this case, Taylor's scientific management became the main standard for testing school management. For the special profession of college teachers, the creative spirit and the changeable labor are essential. Whether the ideas and practices of scientific management can be applied to teachers after the 1940s, these issues were gradually valued by the education community, and Ralph Taylor of the University of Chicago was the first to realize this point.

Ralph Taylor (1941, p.231-232) put forward that the research of the interpersonal relationship was related to the school managers, and he predicted that the education administration would be affected by the "Hawthorne experiment" in

the future. He also believes that only scientific and standardized management replaces the traditional experience management is the means to achieve the highest work efficiency. The result of implementing scientific management is improved production efficiency, and high efficiency is the basis for achieving common prosperity between employees and employers.

American management scientist Dave Ulrich (1997, p.303) first mentioned the concept of "human resources management" in his book "HR Champion", and pointed out that the personnel departments around the world have changed the name of "human resources department". Of course, the inside of the new name is the upgrade of the concept. Before that, personnel work was about recruitment, training, compensation, and performance management. After that, a competent human resource manager should think about, develop and allocate human resources, and add human resource planning and employee relationship management.

American scholar Ronald Reb (2003, p.10) put forward the value of "man is above all else" in "The Trend of Educational Human Resource Management". With his persuasive materials and data, he repeatedly stressed three themes: First, human resource management is not only a matter of the human resource management department, but also the natural responsibility of every manager. Based on the difference and complexity of management objects, education managers must have a clear human resource management concept and excellent management skills. Second, whether the dedication of employees will be the key to the success of human resource management. For the education system without external competition, it is often more meaningful to create a respectful management atmosphere and mobilize the enthusiasm of employees. Third, management is seen as an art. There is a world of difference between personnel management of mechanical operation and human resource management of moral appeal.

Urban, Hughes and Norris (2003, p.5) in the principal theory of effective school innovative leadership, from the perspective of the principal personnel management responsibility, discusses how different functions are related to human resources development process ideas, policies, procedures and practice and blend together. Two of the functional professional development and personnel assessment are highlighted. In this book, the author discusses the impact of organizational environment on the human resource development process and the impact of

teacher differences on professional development design. Discuss the essential characteristics of professional development and different practice modes to examine the relationship between professional development and personnel assessment. It can be seen that it can be seen from the research results of human resource management mode of university teachers that the research in this aspect is more comprehensive and systematic. Especially in the United States, teachers' human resource management has matured both in theory and in practice. Its operation mode also tends to be unified and stable. However, due to the different national conditions, the research of specific organizations and universities is differentiated. With the introduction of human resource management concept, the problem of human resource management mode of Chinese university teachers has attracted more attention from many scholars.

Ding Bing (2008, p.91) pointed out that the human resources of universities are mainly composed of all employees engaged in teaching and scientific research, administrative management and logistics services in colleges and universities. The human resources management of colleges and universities is to achieve the strategic goals of colleges and universities, guided by modern scientific and technological and management theory, and based on the development planning of colleges and universities themselves, hiring and hiring, training development, performance evaluation, salary rewards and other tasks of human resources The whole process of managing. The goal is to reasonably develop the potential of every faculty and staff in colleges and universities, and strive to do their best in order to do their best. By improving the core competitiveness of colleges and universities, the maximum human resources benefits of colleges and universities are achieved, and finally achieved a greater purpose of cultivating more professional talents for society and making greater contributions to higher education and economic and social development. The key to human resources management of colleges and universities is how to use scientific and effective methods to mobilize the enthusiasm of every faculty and staff of colleges and universities, and use their subjective initiative and teaching creativity to form a reasonable and effective employment mechanism to attract, reserve and develop more excellent excellence Talent, realize the common development of universities and talents.

Li Yazhen, Wang Xu (2020, p.168) proposed that the theory of modern people's management theory emphasizes the management concept and model of "respecting people, developing people, relying on people, and for people". And pay attention to individual differences, with the theoretical guidance with the principle of incentives, investment value -added principles and complementary principles, and do a good job of work analysis, hiring, integration, incentive, adjusting control, and training and development. The enthusiasm and creativity and comprehensive quality ability have been comprehensively improved, so that all professionals have gathered together to jointly promote the construction of college teachers and achieve the goal of high-efficiency schools and high -quality education for colleges and universities.

Ruan Chenyan (2017, p.29) pointed out that the internal structure of the human resources of colleges and universities mainly includes the structure of college teachers. The structure of college teachers is the micro structure of the higher education system. The relatively stable state of form includes the professional titles, degree structure, age structure, gender structure, academic structure, subject professional structure and quality structure of college teachers.

Ji Changqing (2011, p.98) proposed that human resources are the first resources of colleges and universities, and the main source of the core competitiveness of colleges and universities. The quality and quantity of human resources have a very critical role in the talent training capabilities, scientific research and innovation capabilities and social service capabilities of colleges and universities.

Wang Dan (2021, p.92) pointed out that, driven by the impact of external policies and environment and the dual drive of human resource management's own innovative development, the human resources management work of colleges and universities has been put on the agenda. All 2759 universities in the country have all set up information -based departments, but have not been equipped with specialized data management and analysts in the personnel department. Human resource management, as an important part of promoting higher development in colleges and universities, has huge research value, and data analysis is an important step in data research, and it is an important part of daily management.

Liang Yudun (2020, p.89) proposed that in terms of human resources management, the overall development process can be roughly split into three main

stages: the first stage of the first stage is personnel management, and the mid-term development has transformed into No. 1 to No. 1. The second phase of human resources management, and the third phase of the current enterprise are generally in: strategic human resource management.

Liu Guanhua (2011, p.12) Institutions are talent-intensive organizational institutions that are closer to the nature of the service industry in the field of business administration. The output of institutions is curriculum, students and scientific research. It is a type of organization between industrial and commercial enterprises and government departments. It is not only different from the profit of industrial and commercial enterprises and also different from the non-profit of government departments. The goal, nature and current situation of colleges and universities determine that the development of colleges and universities needs a high level of human resource management. At present, the theory of human resource management mainly draws on the theory of enterprise human resource management. Discuss the recruitment, performance appraisal, training and salary management suitable for college human resources. From the perspective of theoretical development, it is not deep into many aspects to apply the theory of enterprise human resource management. A convincing theory of human resource management in colleges and universities has not yet been developed.

To sum up, the meaning of human resources management of university is to achieve the strategic goals of colleges and universities. Based on the development planning of colleges and universities, they are fully managed by human resource planning, recruiting, training development, performance evaluation, salary rewards, Employee Relations and other tasks of university human resources. process. As a result, the common development of universities and talents is finally realized. Therefore, there are 6 variables in this paper as following: 1) Human Resource Planning, 2) Recruitment Management, 3) Training and Development, 4) Performance Evaluation, 5) Salary and Benefits Management, 6) Employee Relations Management.

According to the review and summary of the above literature review, at the end of the 19th century, Taylor's scientific management theory formally incorporated personnel management into enterprise management. In the 1950s, Drucker took the concept of "human resources", and in the 1960s, American economists Schultz and Becker founded the theory of human capital. The six modules of human resource

management should be gradually summed up on the basis of the above theories. The variables of this paper come from the book "Theory and Practice of Educational Management" published by American scholars Fred and Eance (2003, p.455), which discusses the problems related to the human resource management in school organization. It mainly introduces the whole process of human resource management in American schools from the operational level, namely, human resource planning, recruitment management, training and development, performance evaluation, compensation and welfare, and employee relationship management.

Human Resource Planning

Western countries on the study of human resource planning management theory began early, in the 1960s, represented by Taylor human management scientists put forward the use of scientific management theory, from the west began to appear humanistic modern management ideas, behavior science research also deepening, management scientist Peter.f.Drucker (1954, p.17) and Bakke and Millesince put forward the concept of human resources and human resource management planning and management.

Beer (1984, p.10) and others published the book *Managing Human Capital*, which is a landmark event in the emergence of strategic human resource management. It symbolizes the beginning of the academic circle to research human resource management to strategic human resource management.

Liu Jie (2009, p.28-29) proposed that the human resources planning of colleges and universities should be based on the analysis of the development strategy and its internal and external environment from the medium and long-term planning of three to five-year plan and the short-term plan of one year and less. Generally speaking, the medium and long-term human resources planning of colleges and universities is to guide the overall direction of human resources in the future, while the short-term planning of colleges and universities is to plan and monitor the implementation of the realistic human resources allocation of colleges and universities along the direction of medium and long-term planning, while the medium and long-term planning should be adjusted based on the adjustment of the development strategy of colleges and universities.

Xing Zhouling and Zhou Wenbin (2018, p.110) proposed four human resource planning and management plans for universities as follows:

Research universities. This type of school is the base of cultivating top-notch talents, the leader of independent innovation and the birthplace of cultivating and developing advanced innovative culture. This kind of school human resources planning program characteristics of the stable overall planning. Enhancing the innovation ability is the focus of its personnel supplement, allocation, training and other planning. The personnel recruitment channel is mainly based on the internal training echelon and supplemented by the external introduction. The training plan mainly serves a certain field. Pay full attention to the career planning of talents. Labor relations are stable.

Research into teaching universities. This kind of university is between the research-oriented and teaching-research universities with strong teachers and some well-known scholars and first-class experts. Cultivate research and applied talents with research potential. This kind of school human resource planning program is characterized by a flexible overall planning. Personnel supplement, allocation and training planning mainly staff with strong self-learning ability and motivation ability. The personnel supplement channel is combined with internal training and external introduction, such as flexible introduction. The training plan mainly serves a certain field. Focus on career planning based on personal needs. Labor relations are stable.

Teaching and research university. This kind of school is between teaching and research teaching universities can have a small number of well-known scholars and experts. With a relatively complete range of disciplines and a few advantageous subjects. The overall planning of the characteristics and adaptability of the school human resources planning scheme. Scientific research ability is the primary factor that affects staff recruitment and training planning. Personnel recruitment channels are dominated by external introduction and supplemented by internal training. The training plan mainly serves a certain discipline. Pay full attention to the career planning of talents. Labor relations are relatively stable.

4. Teaching university. This kind of school focuses on cultivating undergraduates and only cultivating a small number of graduate students. Based on teaching to cultivate a large number of senior professionals. The characteristics of this kind of school human resources planning program are thorough overall planning. The staff with good teaching effect is the main body of personnel supplement and training planning. Personnel recruitment channels are combined with internal training

and external recruitment. The training plan is mainly for on-the-job training and outward bound training. The career planning of the faculty is linked to the development needs of the school. Labor relations are relatively stable.

Chen Yi (2022, p.9) proposed that the combination of data and facts is fundamental to the application of big data technology in human resource management. Under the guidance of this idea, the construction of human resource planning mode will also get a strong boost. The human resource management department can scientifically collect, summarize and sort out the information of various departments and employees of the enterprise, and then analyze the ability and current situation of employees with the assistance of technical means. These data can be divided into basic employee data, potential data, professional level data, work efficiency data, etc. By analyzing these data, managers can comprehensively consider the turnover of employees in different positions, the actual characteristics and needs of different positions, and establish more forward-looking talent management rules. In this planning mode, when some positions are missing, the human resource management department can prepare in advance to avoid hindering the development of the company.

Liu Jie (2009, p.18) pointed out that human resource planning is the core standard to diagnose the effect of human resource management, and also the inevitable choice to achieve organizational goals. At present, some universities in China lack long-term planning for the construction of teachers and the reasonable allocation of human resources. The prediction, monitoring, planning and allocation of human resources in universities and universities cannot provide the systematic information of human resources in time and accurately. Even if there is human resources planning, most of them stay at the quantity management level and cannot be promoted to the environmental level, organizational level and management activity level, which is bound to affect the reasonable and effective allocation and utilization rate of human resources.

To sum up, Human Resource Planning refers to the fact that administrators in Guangxi can analyze and dynamically deduce the data of the stock, structure and flow of administrators and teachers by digital means, determine the needs of talents, and put forward early warning of the introduction and training of administrators and teachers based on the external talent market. At the same time, according to the

employee expectation survey, formulate more forward-looking personnel management planning, to solve the problems such as job mismatch, personnel loss and uncoordinated student-teacher ratio. Universities may set a high efficient human resource planning by using digital technology.

Recruitment Management

After consulting a large number of domestic and foreign academic literature, it is found that American professor M. Ivancevich. (2002, p.13) believes that recruitment refers to such an organizational behavior, which affects the number and type of applicants and whether the job seekers accepts the job provided.

American scholars George T Milkovic and John W Budero (2002, p.16) define recruitment as a process of identifying and attracting a large number of candidates, from which to select those who can accept employment requirements.

O.C. Ferrer, Jeffreecht, Ferrer, Hutt (2004, p.10) believes that recruitment refers to the enterprise according to the requirements of human resource management, through planning and work analysis, put forward personnel needs, and through the information release to find and select qualified personnel to participate in the recruitment, and select the personnel to meet the enterprise and job requirements to be employed.

Ebontane NP, etc (2020, p.12) states that HR departments should freely exercise their functions without improper intervention, and should set up good recruitment and selection teams to avoid problems such as favoritism, wasted resources and improper recruitment.

Hao Zhijie (2014, p.73) pointed out that the recruitment of college teachers should build an "open, fair and just" environment, form a "merit-based selection" system, and clarify the seriousness and rigor of the recruitment work.

Cui Jianwu (2022, p.48) and others proposed to improve the recruitment avoidance system, improve the examination confidentiality system and strengthen the supervision and accountability system in the risk prevention of college recruitment.

Zhang Yaping (2020, p.171) It is proposed that in order to promote their own development, Chinese universities should, under the guidance of the talent training plan, adjust their own talent training and talent structure, collect and introduce relevant professional talents from the society, select qualified candidates, and finally

determine whether to hire them. The recruitment of teachers in colleges and universities is generally in the charge of the human resources department of colleges and universities. The human resources department makes teacher recruitment plans according to the development strategy of the school and the construction of the existing teaching staff, and then selects the publicity channels for the applicants to participate in the registration and assessment.

Yu Yazhong (2020, p.72), said in the traditional staff recruitment and resume screening mode, human management department will not only spend a lot of time to deal with tedious transactional work, and the accuracy of the work cannot get effective control alone by the personnel commissioner of subjective consciousness of data and data analysis, the prediction accuracy and the overall planning can be effectively guaranteed, will miss some good, have potential for development. The AI system can ensure the integrity and accuracy of the data in the initial screening of resumes, and has good practical value in the large-scale recruitment process.

Feng Xumeng. (2022, p.118) It is proposed that the training and assessment based on digital technology can completely show the basic working ability and personality characteristics of employees, provide a basis for the subsequent post allocation and post adjustment, and help to maximize the value of employees.

Wang Wei (2023, p.9) proposed that according to the strategic development needs of colleges and universities, colleges and universities should actively seek for various ways and media to match the talents and fill the gap of existing jobs. This is the personnel recruitment work carried out by major institutions, namely personnel recruitment. Human resource research is the primary link that must be faced in the implementation process of personnel recruitment, and it is also the guarantee for personnel recruitment to achieve the expected goals. From a macro perspective, the employee employment process is usually divided into the following three steps: the first is the preparation before the recruitment, to formulate the employment plan; the second is what problems should be paid attention to in the recruitment process; the third is to summarize the problems encountered in the recruitment and evaluate the effect. The so-called talent recruitment refers to the specific work in the implementation of the process of work, mainly including the work in the recruitment, selection, recruitment and other links.

To sum up, recruitment management refers to in the big data analysis and digital technology such as artificial intelligence, Guangxi universities can according to the human resources planning to help university human resources managers build needed talent portrait and knowledge map, search the national university talent database and recruitment platform in the applicant information, rapid comparison, make matching degree evaluation, intelligently recommend high matching degree of the candidates. In addition, it can also use digital technology to realize the management process of intelligent recruitment to save recruitment time, reduced greatly the recruitment cost, and improve recruitment efficiency.

Training and Development

Yu Yazhong (2020, p.73) Using digital technology to effectively alleviate the shortage of training personnel-Use artificial intelligence training methods, such as intelligent voice assistant and intelligent robot training, to optimize the training process and training efficiency; on the other hand, AI technology helps to arouse the interest of training staff, attract the attention of employees, and obtain better training or continuing education effect.

Ke Yifan (2020, p.68) believes that teacher training is an important way to cultivate teachers' teaching ability and improve their professional development level. Fully drawing on the advanced experience of teacher training at home and abroad, based on the practice of the construction of teachers, follow the professional development of teachers, take the measures of education informatization application ability to adapt to new technology changes of artificial intelligence and informatization, gradually improve the application ability of teacher education informatization and the informatization level is significantly enhanced, and strive to create an innovative professional teachers with noble ethics, excellent professional skills and high information literacy, to provide solid human resources guarantee for the development of higher education informatization.

Wu Junqi, Zhao Mengqi, Zhou Sihui and so on. (2020, p.66) puts forward that from the perspective of training content, the training content of teachers in colleges and universities is roughly the same, covering teachers' ethics, education theory, teaching reform, scientific research, innovation and entrepreneurship, career development, ideological and political courses, etc. There are too many training theories, less connection with teaching practice, and the information characteristics

are not prominent. From the perspective of content design, the content design of teacher training in colleges and universities continues the course design system of the National College Teacher Network Training Center of the Ministry of Education. There are not many contents reflecting the personalized characteristics of young teachers and improving the level of information ability, and the fit between information technology and training content is not enough.

Li Guoqiang (2018, p.46) pointed out that AI has the unique advantages of not being limited by time and space, fast replication and transmission, and rich presentation effects. It can bring a new experience of intelligent "teaching" and "learning" to teachers and students, and provide a wide range of intelligent tools and information service platform for the training of teachers in colleges and universities.

Wang Hui (2017, p.17) mentioned that it is particularly important to carry out the popularization and promotion of intelligent training assistants based on emerging technologies such as artificial intelligence, big data and "Internet +". Through the help of Internet technology, augmented reality (AR) and virtual reality technology (VR) laboratory, and a variety of intelligent equipment assistant intelligent training application, make training work can break through the time, space, effectively alleviate the new young teachers carrying all kinds of pressure and contradictions, help young teachers career development.

Lou Tingting (2019, p.127) believe that colleges and universities should combine new young teachers professional expertise and personality characteristics, focusing on talent training, education teaching and scientific research and other core content, steady implementation of "artificial intelligence +" teachers training plan, around the artificial intelligence demonstration teaching, simulation teaching and virtual teaching, simulation intelligence education special research, artificial intelligence teaching practice research and teachers intelligent education practice module, take "face-to-face interpretation + group discussion + training review", the form of inviting domestic well-known experts and scholars to carry out personalized special custom training program.

Sun zhong (2022, p.49) put forward college teachers training work usually by the school personnel department or teacher development center unified organization, personnel, funds, training program, the establishment of training content and the choice of training method is difficult to recruit all the teachers,

teachers as the subject of the "educatees", the lack of effective information exchange and communication, lead to the training content and information development need not match, training time conflict with course teaching phenomenon occurs.

Li Yazhen, wang xu (2020, p.168) that colleges and universities should fully implement the "teacher on this" training work concept, always improve teacher informatization ability and career development as the starting point and the foothold of teachers training, build a intrinsic incentive nature of teaching environment, reform teachers training, both new young teachers training, innovative entrepreneurship, specification training content, through artificial intelligence technology for teachers to provide personalized, refinement, customized training services, in the training content and training time not "one size fits all".

Wang hui (2017, p.18) believe that colleges and universities should focus on establishing menu type teachers training mode, strengthen discipline tools and man-machine dialogue, promotion and application, intelligent training assistant innovation application special operation, make full use of artificial intelligence technology push curriculum resources, push forward the training independent learning mode, implement the credit system management, arouse the teachers training endogenous power, improve work efficiency.

Sun Zhong (2022, p.54) believes that colleges and universities should also make overall planning for the training of AI technology application of teachers, organically combine the phased training tasks with long-term training tasks, and enhance the forward-looking, systematic and flexible training of AI technology application of teachers.

To sum up, Training and development refers to under the background of digital, artificial intelligence and big data can be for Guangxi universities administrators and teachers tailored personalized training plan and learning methods, training system, transformation of training results and training effect evaluation, intelligent push learning courses and should organize the training project or share training information, help employees comprehensive growth. Specifically, training and development include the following aspects: the improvement of knowledge and skills, the strengthening of behavioral practice, the integration of learning resources, the increase of human capital, etc. Universities may set a high efficient training and development by using digital technology.

Performance Evaluation

According to Ralph Taylor (1941, p.231) and Ronald W Reeb (2003, p.257), performance appraisal is a concept of performance management. It is generally believed that more competitive resources can be obtained through performance appraisal, which can directly lead to competitive advantages and promote learning. Teachers' teaching and research behaviors are rooted in the external relationship between organizations, which can help universities to obtain supplementary resources and capabilities. Organization is only a link in the industrial chain, and its survival and development must depend on the environment.

Urban, Hughes, and Norris (2003, p.5) believe that motivation in modern organizations is an important approach in human resource management. Because employees need incentives to get their skills and knowledge to be developed and exploited. Organizations also need incentives to create better performance.

Jiang Ping (2007, p.12) emphasized the coordinating role of strategy, structure and culture. Only by the interaction of the three and the combination of incentive and resource allocation can the road of university innovation be realized.

Xing Zhouling (2009, p.58) proposed that performance management refers to the implementation of a process of dynamic communication and continuous improvement according to the agreement reached between university administrators and faculty and staff. It is the systematic thinking of managers on organizational performance in order to achieve the organizational strategic goals. It mainly includes performance target formulation, performance appraisal, performance evaluation, performance feedback, etc.

Chen Shuwen, Qiao Kun. (2010, p.211) is put forward, performance evaluation is a system engineering, involves the strategic target system and its target responsibility system, index evaluation system, evaluation standard and evaluation method and other content, its core is to promote the improvement of enterprises, unit profitability and the comprehensive strength, its essence is to do it, make the human resources role to the extreme. Performance appraisal is the core link of the performance management process, and it is a process in which both managers and employees comprehensively review and summarize the work performance in the assessment cycle.

Jia Lijuan (2017, p.133) shows that performance evaluation is an indispensable central link for organizational management, decision-making and control. It is an important means to improve the efficiency of organizational management and improve work, an important way for teachers to improve their work and seek development, and an important basis for all links in the human resource management system. The performance appraisal of college teachers can fully understand the actual situation of teachers and reflect the overall quality and level of teachers. At the same time, it is also the appraisal of teachers' management level and work performance. Through the performance appraisal, the human resources department of colleges and universities can more clearly know the problems and gaps in the work, take corresponding measures in time, solve the problems exposed in each work link, and constantly improve and perfect the management work.

Yu Yazhong (2020, p.73) believes that using AI technology to improve the existing employee performance appraisal system of the enterprise, and score employees according to the completion of job tasks, so as to ensure that both excellent employees and employees with high work enthusiasm can get enough space for growth.

To sum up, performance evaluation refers to under the powerful digital system, Guangxi universities build accurate performance plans, track employee's work completed, project advancement, to collect attendance data, analysis employee's performance index completion, found defects, formulate feasible new performance indicators. At the same time, the reasons for the difference in the performance can be analyzed, and combined with the actual results of the performance evaluation, the suggestions for personnel post adjustment can be put forward, so as to realize the dynamic and accurate matching of people and posts. Administrators get a high efficient performance evaluation by using digital technology.

Salary and Benefits Management

Fred and Eance (2003, p.255) examined the role of incentives as organizational learning methods on organizational performance.

Donald E. Campbell. (2013, p.11) proposed the incentive theory to study how to meet the needs of employees and motivate employees. The goal of incentive theory is to effectively stimulate the correct behavior of employees, maximize the creativity and enthusiasm of employees, so as to play the intellectual effect and obtain the maximum performance.

The empirical research results of Chinese scholar Cui Hu and Zhang Guixiao (2014, p.76) show that the variables related to incentive mechanism have a significant impact on the scientific research ability of universities. From the time series, there is a significant relationship between incentive mechanism and scientific research ability.

Guan Peilan, Shen Xuewu, etc. (2004, p.18) believe from the perspective that the factors affecting the scientific research ability of universities include university culture and organizational structure, and the cultural background of universities is the basis of practical scientific research ability, positive university cultural background has far-reaching significance for the achievement of scientific research achievements.

Jin Liu. (2020, p.19) It is proposed that in the modern salary system, performance is an important basis for salary distribution. Performance assessment can clearly convey the school's requirements for teachers, effectively monitor and improve the teaching level of teachers, and give better play to the incentive role of salary and welfare for teachers.

Cui Guodong, Li Shitong, Cheng Yanyuan, Li Yuhui (2020, p.80) It is proposed that the compensation and welfare management system is an information application system that takes the compensation and welfare management as a core business, aiming to realize the comprehensive intelligent management of the whole process of the company's compensation and welfare management, distribution, reimbursement, budget adjustment, performance management, social security management and so on.

Zhu Dong (2020. p.92) It is believed that the compensation and welfare management system can provide comprehensive support in the fields of compensation and welfare development and performance appraisal, so as to realize diversified compensation and welfare management to meet the needs of the company's planning, reasonable allocation of funds and effective reimbursement. The compensation and welfare management system can also provide the company's approval process management function of the company's compensation and welfare management, fully ensure the integrity of the company's compensation and welfare management, improve the company's performance management level, in order to achieve efficient management of performance.

Liu Junzhen, Yan Tonghui, Lu Yuqi, Jiang Chaoying (2023, p.23) Salary and welfare management refers to that, in addition to choosing personalized salary mix and welfare plan according to employees' preferences, enterprises can also seek the "optimal solution" of salary design and incentive through artificial intelligence technology. Once a mismatch occurs, managers can implement management intervention and adjustment more accurately and intelligently.

To sum up, salary and benefits management refers to administrators establish a reasonable wage and benefits system in order to better complete work performance and improve work efficiency in this paper, Guangxi universities use the salary system to complete the payment of salary and Benefits, and all administrators and teachers can query the detailed salary details, rewards and punishments after logging in the personal salary system. Universities can also understand the welfare expectations of all employees, formulate reasonable welfare policies according to the needs of employees and the actual situation of the university to improve employee's job satisfaction and loyalty and promote the development of the university. Administrators and teachers have a high efficient salary and benefits management by using digital technology.

Employee Relations Management

Employee relations, early said labor relations, employee relations, labor relations, etc., the first visible in the western human resource management research theory, with the development of western liberal and democratic thought, western business owners and labor increasingly fierce conflict, the conflict is the conflict of interest, then the union represents the collective interests of employees. In other words, the early employee relationship refers to the simple relationship between the organization and the organization, between the enterprise and the trade union, and between the business owner and the employee, which represents a compromise between the business owner and the employees based on their hope for the stability of the enterprise. In recent years, the following scholars have systematically explained their own understanding of the concept of employee relationship management.

Cheng Yanyuan (2008, p.9) explained that employee relationship management is a management means to provide "invisible service" to employees, which runs through all aspects of human resource management. She emphasizes the

flexible and incentive communication between the enterprise and employees, pays attention to improving employee satisfaction, pursues the harmonious relationship between the two, and promotes employees to "wholeheartedly" identify with the organization and serve the organization.

Guo Liyong (2015, p.7) mentioned that employee relationship management is a management process in which enterprises and employees meet the needs of both sides, improve productivity and work quality, and promote each other to achieve economic benefits.

Li Qing, Liu Lingling, Huang Liangxiong. (2015, p.51) proposed that employee relationship is between the organization and managers and employees, and the interests of both parties is the sum of cooperation, conflict, strength and power relationship, and is influenced by technology, economy, legal system, social and cultural background and policies in a certain society.

Ding Jianze, Ding Hua. (2015, p.53) that employee relationship management is based on the organization of human resource management mechanism, through a variety of human resource management tools, actively build internal harmonious employee relations, efforts to maintain the positive psychological contract between organization and employees, for the healthy development of the organization and performance improvement provide powerful guarantee.

Lin Wuhua. (2014, p.12) Job satisfaction refers to the views or feelings obtained by individual workers after feeling and overall evaluation of all aspects of their job responsibilities. The gap between the actual returns and the returns they deserve from their work.

Li Xinjian et al. (2020, p.8) that employee relationship management is a basic function of enterprise human resource management and management behavior, also made the following definition: in order to ensure the benefit goal, enterprises must for various relationships (organizations and employees, managers and managers, employees, employees and customer work, interests and social relations) to coordinate and manage a series of means of strategy, system and methods, etc.

To sum up, employee relations management refers to use of digital technology in Guangxi universities to communicate, manage and encourage with employees, predict the possibility of employee loss and the cause of employee loss, so as to more accurately implement retention, reduce the negative impact of

sudden resignation of employees, so as to improve employee satisfaction. More importantly, the information system can also help the employee relationship management in Guangxi universities more accurate and intelligent, and the labor relations more harmonious and stable. Administrators and teachers have a high efficient employee relations management by using digital technology.

The theoretical basis of human resource management

1. Person-to-job matching theory

The American career guidance expert and psychologist Holland (John Lewis Holland, 1919-2008) proposed it in 1959. It is believed that people's personality type and interest are closely related to the occupation, and interest is the great driving force for people's activities. All occupations with professional interest can improve people's enthusiasm and encourage people to engage in the occupation actively and happily, and there is a high correlation between professional interest and personality. Personality was divided into six types: realistic, research, artistic, social, management and conventional, and the corresponding six occupational types were divided. According to the theory, individual career interest can affect their satisfaction with their career. When the individual's occupation and his type of career interest match, the individual's potential ability can be most thoroughly played, and the work performance is more significant. The theory is integrated into Holland's career consulting experience, which is easy to understand and is widely used at home and abroad.

Personnel position matching is to arrange the appropriate talents in the appropriate position, and to look for the corresponding personnel in the appropriate position. American scholar Holland (1959) first put forward the concept of "man-post adaptation". He believed that his personality characteristics, interests and hobbies are closely related to his work, while his own talent and personality are special. When the personality characteristics and interests are matched with the occupation, they can mobilize the work enthusiasm of the employees and stimulate their internal potential, and improve the employees' job satisfaction. Under normal circumstances, different positions should have different professional qualities for talents. To put it simply, the so-called job matching is the employees recruited by enterprises, in line with their own employment needs. There are obvious differences in each employee in terms of gender, age, personality, education background, work experience and so

on. When conducting recruitment, we should notice the match between personnel and positions. Only with the corresponding professional ability can employees play to their best in the work. At the same time, employees can get satisfaction in the work, so that they can achieve the best cooperation between them and the position and achieve the best performance.

Social exchange theory

Social exchange depends on the development of the commodity economy, and the relationship between the commodity economy and society and equality and reciprocity begins. When one party gives material or spiritual dedication, he will expect the other party to return. The researchers summarized and extend the essence of this phenomenon, and gradually formed the theory of social exchange. It can be used to explain the relationship between organizations and employees in the current society: based on the premise of mutual trust, organize material and spiritual rewards, and employees return these awards through hard work or emotional belonging, loyalty, etc.

The theory of social exchange was proposed by the famous American sociologist Homans based on the principle of reciprocity. He recognizes that people participate in exchange relationships, mainly because the expected interests can be given by others. Among them, economic resources (such as products, knowledge and services) and social resources (such as friendship and reputation) can be exchanged between different participants. Homans's research object is one of the exchanges. He believes that the exchange activity is essentially an exchange of resources and interests. In order to obtain the resources they lack and increase their income, the individual exchanges the resources they own with others and organizations. Because the exchange activities involve the exchange between the two sides, some scholars believe that it is not comprehensive enough to study only one of them in the exchange. Therefore, BLAU will be accepted into the research scope of both parties. He believes that if only one party provides resources and remuneration, and the other party does not pay due response, the principle of lack of equality and reciprocity will not happen. The complex customs network in contemporary society is formed because of exchange activities. One party obtains the equivalent return of the other party by providing material remuneration or emotional compensation such as money or emotion. The two sides are closely linked because of the exchange. The

same is true of employees in organizations and organizations. Organization and employees establish long -term employment relationships on the basis of trusting each other, organize external compensation such as salary and benefits for employees, and care for employees' personal development and life. Return to the organization.

3. Attribution theory

The attribution theory comes from the book "Interpersonal Psychology". In the late 1950s, it was proposed by the famous Austrian social psychologist Kelley, H. H., & Michela, J. L. (1980, p.457). The attribution process refers to: what is the cause of individual judgment and evaluation that causes the results of themselves or others. Attribution may not be the real reason for the results of the behavior. It is a subjective understanding, and it is affected by many factors such as external environment and individual characteristics. With the continuous refinement of attribution theory research, the theory of attribution has also been widely used in the field of human resources management. HR Attributions refer to the motivation of employees and the consequences that managers believe that the manager takes specific human resources measures and the consequences that will bring. This cognition will have an important impact on employees' satisfaction and employee commitments.

Through the human resources management process, employees need to infer the existing causal relationship from the information transmitted by related activities, so as to determine what kind of work attitude and work behavior that the organization needs, expectations and rewards is. What kind of work attitude and work behavior is punished. Therefore, the human resources management departments and direct managers of the organization must pass the accurate, clear, and consistent human resource management information to employees. The attribution theory of Kelley (1980, p.457) pointed out that the attitude and behavior of individuals depend on their attribution of situation factors, so whether employees can perceive, understand and identify with these situation factors are particularly important. Under the intensity of high human resources management, employees can effectively perceive and understand the organizational goals and organizational values conveyed by human resource management practice. The employee's work attitude and work behavior can be effectively guided and improved.

4. Fair theory

Lawler, E. E. (1968, p.596) proposed in 1965, an American scholar Adams proposed this theory for the first time. He pointed out that the level of employees' ideas for wages can change the initiative and enthusiasm of employees' work. What a person cares most is not how much his absolute salary is, but how much he cares about how much his relative salary is. People will compare their labor force and the repayment they have contributed with the contribution of others and the contribution of others, and they will compare their current labor force and repayment compensation with their previous contributions and their previous contributions. Employees need to maintain a kind of mating. If he feels that his artificial value is consistent with the artificial value of others, or the current artificial value is consistent with the past artificial value, he will feel reasonable and fair, and So I was in a happy mood, and my work was serious and responsible. If he felt that his artificial value was inconsistent with other people's artificial value examples, or the current artificial value was inconsistent with the past artificial value, it would feel unfair and angry. Putty initiative will also decrease significantly. At present, some companies will choose a series of measures based on the basis of fair theory, this concept, such as the distribution of specific personal rewards, so as to allow employees to form a fairness and justice that is their own, and then stimulate the enthusiasm of employees' work.

5. Motivation Theory

Donald E. Campbell. (2013, p.11) proposed the incentive theory to study how to meet the needs of employees and motivate employees. The goal of incentive theory is to effectively stimulate the correct behavior of employees, maximize the creativity and enthusiasm of employees, so as to play the intellectual effect and obtain the maximum performance. Incentive theory is the theoretical cornerstone of the performance evaluation theory, which explains why the performance evaluation can promote the improvement of the performance, and which performance evaluation mechanism can promote the performance well? It is mainly divided into three categories: content-based incentive theory, process based incentive theory and behavior modification incentive theory.

In the modern salary system, performance is an important basis for salary distribution. Performance appraisal can clearly convey the school's requirements for

teachers, effectively monitor and improve the teaching level of teachers, and better play the incentive role of salary and welfare. It can directly reflect the problems in the current salary and welfare management directly to the school, improve the school management level, enhance the communication and feedback between school management and front-line teachers, and promote the school to find problems in time and get reasonable solutions. Performance evaluation is divided into quantitative assessment and qualitative assessment. Quantitative assessment is to assign the indicators of teachers' performance evaluation, such as teaching workload and scientific research workload, etc. The qualitative assessment is generally sufficient to evaluate teachers' ideology, moral character and attitude. Chinese universities generally adopt the performance evaluation method combining quantitative assessment and qualitative assessment. The evaluation result is an important basis for teachers' award evaluation and performance allowance.

The concept of digital era

Wang Hui (2022, p.17) proposed that the "digital" era advocated the coordinated development of "digital" and social traditional industries. Through scientific and technological innovation models, mechanisms, systems and means Features.

Lin Bin (2022, p.171) pointed out that "digital" is not a simple technical superposition, but a full integration of commercial value and thinking model. Through the establishment of "digital" consciousness, the traditional industries can be transformed conservative and single thinking models, forming a new development pattern and form. In other words, "digitalization" is through the in -depth integration of traditional industries and computer Internet, forming a new form of social development, which can enhance social productivity and innovation.

Wei Yamin (2021, p.10) pointed out that digital management refers to the use of computers, communications, networks and other technologies to achieve research and development, planning, organizational, production, coordination, sales, services, services, services, services, and service through statistical technology quantitative management objects and management behaviors. Management activities and methods of innovation functions. Enterprises can use digital management to effectively and correctly evaluate the company's technical level, product quality, financial status, marketing strategy, after -sales service, etc.

To sum up, the concept of digital era refers to be divided into narrow digitalization and broad digitalization. The narrow digitalization mainly uses digital technology to renovate the digitalization of specific business and scenarios, and pay more attention to the cost and efficiency of digital technology on the business. The digitalization in a broad sense is to use digital technology to systematically and overall changes in the business models and operation methods of various organizations such as enterprises, schools, and governments.

Human Resource Management Digital Transformation

Alvaro Lopez-Cabrales et al. (2019, p.49) researchers believe that the human resources management after digital transformation has the following advantages: it can better reduce operating costs and significantly improve the experience of customer company services. The working mode of communication can reduce the time required for information dissemination, effectively reduce the deviation caused by information dissemination, and enhance the motivation of employees.

The research and practical verification of Derksen, M. (2014, p.148) found that based on the premise of highly integrated finance and digitalization, the advancement of human management methods is a prerequisite for companies that determine financial companies that can develop benign.

Natalia García-Carbonell et al. (2016, p.270) believes that the number of service personnel who can appropriately reduce the number of human resources by introducing the digital human resources management system, increasing the process of processing through efficiency, reducing related costs, and reducing employees' work weight to improve the efficiency of management efficiency Essence MICU (2017) believes that due to the rapid development of cloud computing, big data, and artificial intelligence, the process of upgrading the human capital management system has been greatly accelerated, and the importance of human capital management functions in the organization has also been continuously strengthened.

Maggie M. Cheng, Rick D. Hackett. (2019, p.100) feel that digital finance should use advanced digital information technology tools to change and optimize the processing process of banking business; as the use of fintech is becoming more and more frequent, digital information transformation I can't wait, mainly including two aspects, on the one hand, the management system corresponding to the existing fintech, and on the other hand, other methods and business that can realize the digital process.

Roberto Alvarez E. (2004, p.384) pointed out that we are in the context of the digital economy era. Our financial companies should actively design the experience system from the perspective of the customer to better serve customers. The use of as much as possible is easy to implement, clear and easy to understand Business steps have greatly improved customers' feelings for our business.

Ogbeibu, Samuel, et al. (2021, p.124) explored the application of information technology in various human resources related tasks. With the development of related technologies, human resources management related areas have more effective strategies to make human resources management truly truly truly managed by designing, so that human resource management truly truly manages people. Become an important partner on the business sector.

Chen Chunhua (2017, p.89) advocates that with the rapid advent of the global "digital transformation" and "Chinese century", thanks to the research and application of the innovative nature of Chinese companies, the theoretical innovation opportunities of Chinese management academia have greatly increased.

Li Zhicheng (2018, p.174) feels that under the influence of digital economy and economic globalization, accelerate the introduction of new technologies, actively establish a digital human capital management system, and take the initiative to manage changes, which can make my country's commercial bank managers good management good development of.

Cai Xiaohua et al. (2019, p.59) and others pointed out that the competition in the digital finance era has become more and more intense. In order to better cope with fierce competition changes, commercial banks need to improve the efficiency of resource allocation according to their own conditions, improve the transformation rate of transactions, The focus is on the implementation of new breakthroughs in the development model of human capital, and the orderly introduction, creating, and arranging outstanding talents in an orderly manner.

Yao Yao (2020, p.83) believes that a strong level of corporate informatization is an important factor in seizing the industry's leading influence. Thanks to the design of a system after designing a system, it can improve human resource management more quickly quality.

Yang Tao (2019, p.39) investigations have found that the information transformation of enterprises should be focused on the promotion of development

planning, the predecessor's set goals and development changes. Specifically, it is necessary to clarify the positioning strategy of corporate transformation and improve the standardized organizational structure. Clearly change the boundaries and relevant principles of the transformation, and focus on the excavation of the correlation value of the data itself.

Fan Li & Hu Yongquan (2021, p.70) In the context of studying the digital economy, how modern companies effectively implement the information transformation of human resource management. The analysis conclusion pointed out that the digital information transformation of the company's implementation of human resources management is two inside and outside the company. Part of the decision together.

Chen Yanzhong (2021, p.119) studied the topics related to the information transformation of the human capital management information of contemporary companies, clarified the current shortcomings of the company's human capital management, and summarized the four cores of human capital management digital information transformation. Essence

Liang Yudun (2021, p.39) The market that feels that human resources services need to be promoted from the original traditional business to advanced and intelligent informatization business. The market environment is in an important reshaping process, facing future changes, and accelerating the change of layout to digital informatization is the core task to enhance the company's ability to deal with changes.

Fei Zhengyu et. (2021, p.45) pointed out that in order to accelerate the company's digital informatization change, the method of human resources management should be actively seeking new and new, and use the transformation of digital information concepts, technology empowerment, improve efficiency and efficiency and efficiency Create a new method to quickly discover the new breakthroughs of digital informatization of human capital management. At this time, it can accelerate the company's digital information transformation strategy, establish a company-level human capital digital system, accelerate the change of human capital management to intelligent direction, strengthen the fine management of digital use of human capital, activation, and build the company's digital information talent The in-depth implementation of the platform and other directions

has contributed to the company's solid talent support and organizational protection.

To sum up, it can be summarized from the above large references that the digital transformation of human resource management is the development trend of human resources management, and it should focus on the promotion of development planning, preliminary goals and development transformation. The digitalization of human resources management refers to the use of human resources information system as a platform and combined with the latest digital technology to optimize and improve the work content and efficiency of human resources.

Digital change of human resources management of universities

Goldin, C., KATZ, L.F. (2008, p.66) In "The reaction Education and Technology Racing", "Education has been racing with technology, and the development of technology will lead Valuation.

Shao Lv (2023, p.20) proposed that in the era of network digitalization, the digital reforms of human resources management from affairs management to active services from affairs management to active services are particularly necessary, so as to provide better services for teaching and scientific research, creating harmonious, efficient and conveniently convenient and convenient The working environment improves the satisfaction of teachers and students, and then achieves the main goal of school development. In the context of the continuous advancement of social informationization, in recent years, with the continuous expansion of the scale of colleges and universities, the schools have continued to optimize the human resource management system and process. Settings, position settings, recruitment management, personnel training.

Zhao Yang (2021, p.28) pointed out in the study that the current human resources management of colleges and universities has reduced artificial operation to a certain extent, but informatization software is always in auxiliary position. Management informatization provides a basis for information decisions such as organizational institutions and school development to the greatest extent.

Zhao Lingyun and Hu Zhongbo (2022, p.152) pointed out that the fundamental path of digital change in human resources management of universities is to adhere to the idea of application-driven and promote the widespread application of digital new technologies such as artificial intelligence, big data, and cloud computing in teachers. Promote the in-depth integration of new technology

and teacher education in the aspects of discipline construction, environmental layout, resource construction, education model, and cultural creation.

Zeng Pingjiang (2023, p.94) believes that, as an important position for talent training, universities must seize the opportunities for digital technology applications under the tide of digital development, continue to innovate education and teaching results, and rely on the actual needs of teachers and students. Establish a comprehensive digital education administration system to achieve humanized, intelligent and high -quality development of the human resources management model of colleges and universities.

Huang Ronghuai (2019, p.19) said that artificial intelligence has huge potential in the field of education, and artificial intelligence reform education has become a global consensus.

Wang Yunwu, Zhang Yao, Peng Zihan (2018, p.25) pointed out that the in-depth integration of artificial intelligence and education will significantly improve education productivity and effectively enhance the intelligence level of education.

Sun Zhong (2022, p.50) Positioning technology and education, in the final analysis, is thinking about the relationship between technology and people. Therefore, exploring the path of artificial intelligence in teachers' management optimization, teacher education reform, education and teaching innovation, etc., has become the rise point for the construction of teachers from all walks of life and the breakthrough of "artificial intelligence+education".

In short, from now on, digitalization must be the trend and development direction of human resources management in colleges and universities. Artificial intelligence empowering college teachers' construction and human resource management are currently active research on China and the world.

Concept of “Strategies”

Yue Qisong (2021, p.125) proposed that using big data technology must fully recognize the information value of big data, which helps to achieve scientific decision-making, improve the accuracy of forecasting, and grasp the development trend. In college human resources management, with the help of big data, it can break through the constraints of traditional models and establish an effective human resource database. Management and improvement of existing expected human resources data in the future can fully drive the improvement of human resources management efficiency of colleges and universities.

Zhang Wenjiao (2021, p.37-38) believes that in order to better apply information technology to the human resources management of colleges and universities, a strong talent team needs to be established. You can improve the talent training system from the following aspects: First, establish a comprehensive talent recruitment system, conduct personnel recruitment according to job needs, and break the traditional recruitment model. Many colleges and universities will randomly allocate recruiters. Wherever the job vacancies are arranged, the personnel are arranged. This does not take full into consideration of the ability of personnel and work experience, and cannot give play to the value of the personnel. Creating according to job needs can maximize the value of employees. Second, establish a comprehensive talent promotion system. In this way, it can better select and appoint talents in colleges and universities, and at the same time provide a more fair channel for promotion for employee development, to maximize the enthusiasm of employees' work, so as to better improve work efficiency.

Yin Hang (2020, p.190) proposed that with the development of computer technology and Internet technology, Chinese universities have also begun to use computer Internet technology for teaching, but in daily management work, it has not fully built and applied computer computer Internet technology has led to insufficient information level of human resources management in colleges and universities. However, the management of human resources informatization of colleges and universities is very important. It can improve the management efficiency of human resources, create a high-quality talent team, and cultivate talents. At present, the insufficient information level of human resources management in colleges and universities is mainly due to the low level of informationization of talent training, less data information selected by talents, and the need to improve the human resources management information system of colleges and universities. The strategy adopted for this is the model of online+offline dual -line training, using big data to obtain more talent information, and building a comprehensive human resources management information system.

To sum up, in addition to the above literature, a large number of Chinese and foreign scholars have proposed a series of strategies for human resources management in universities in big data environments. In this paper, "strategies" refers to the methods of using digital technology and artificial intelligence to improve the

efficiency and efficiency of the human resources management and efficiency of Guangxi universities in the digital era. In turn, improve the efficiency of education management in Guangxi universities.

Concenxt of Guangxi Universities

Bao Ligang (2008, p.3) broke through the only limited to the teachers and students than, title structure, age structure, education structure, learning structure analysis of the traditional practice and joined the member than, full-time teachers than especially creative use of "staff satisfaction" this important index through various literature data and some survey data reveals the Guangxi university human resource management has a modern human resource management consciousness but still in the traditional and low management level of personnel management stage.

Cui Yan & Shen Chuang. (2018, p.42) from the year to annual flow from the year to the year to the teachers of Guangxi University, Guangxi University mainly focused on accepting graduates from universities in the western region in the past and increased in recent years. Introduction. From the perspective of changes in teachers with teaching and scientific research experience, the loss of the loss of this part of the teachers before the year before the year before the year before the replenishment, the gap was large. The number of teachers is greater than the loss. This shows that the school's senior management has realized the importance of talents and the urgency of the construction of college teachers' teams has urgently adopted strong measures to strengthen the management of the school's core subject of human resources and achieve certain results. Despite this, if you carefully analyze the specific situation of the flowing teachers of Guangxi University in the past eight years, you will find that there are some outstanding problems in the changes in the Guangxi University teachers. Very unstable. Third, talents flow to developed areas.

Qin Shaofeng and Yan Shuzhen (2019, p.29) showed that due to social history, economic and natural geographical environment, and national non-balanced economic and educational policies, the level of higher education levels in Guangxi and the central and eastern regions Inadequate foundation is that a considerable number of universities lack the internal and external favorable conditions that attract highly educated teachers. For a long time, there have been many problems in the structure of teachers in the Guangxi university. Compared with developed regions

and foreign universities, Guangxi universities are in a disadvantage in the competition. In recent years, although Guangxi has gradually increased its investment in colleges and universities to improve teachers' treatment, but in the competition of outstanding talents, Guangxi universities are still in an unfavorable position.

Zhong Lin et. al. (2023, p.64) analyzed the existing problems and find out countermeasures to investigate the present situation of human resources, this study in 30 universities in Guangxi 35 journal as the survey object, using the network questionnaire, telephone survey and network query, the journal publication cycle, the main subject category, influence factor and the editorial staff gender, age, education, title, working fixed number of year, and so on and so forth investigation and analysis. It is found that there are some problems, such as insufficient post allocation, low proportion of professional talents, insufficient vitality of the editorial department, large work pressure of employees, and lack of attractive job treatment. Referring to the relevant national management measures with enough jobs, set up a certain number of jobs, the introduction of professional counterpart talents, exchange training opportunities, set up special topic, title classification review, improve post subject concentration, set performance appraisal standards and improve treatment, provide promotion channel, etc.

Wei Pinni & Jiang Lianmei. (2023, p.191) proposed In the context of digitalization, new modes such as online education, telemedicine and online office are constantly emerging, and the digital management mode of human resource management is also constantly improving. Private colleges and universities play an important role in higher education, while human resource management is in the core position in the development process of colleges and universities. Only with strong teachers and efficient administrative management work can the teaching operation of colleges and universities develop smoothly. In the era of digital economy, many enterprises have actively carried out digital transformation, and the human resource management of colleges and universities must also follow the trend to popularize digital technology to ensure the normal development of higher education.

Li Kuizhi (2023, p.137) pointed out that under the background of big data, the analysis of the current situation of human resource management in Guangxi universities is conducive to find the loopholes in university management, so as to reconstruct the thinking of human resource management and innovate the mode of

human resource management. Taking the "three pillars" human resource management mode as an example, this paper explores the ways of management thinking reconstruction and management mode innovation, hoping to have positive significance to the improvement of human resource management level and education and teaching ability in Guangxi universities.

To sum up, according to the literature, the level of human resources management in Guangxi universities has improved, but overall, especially compared with developed areas, it is still at a lower management level and level. The growth of the development of Guangxi universities is relatively insufficient than the growth of the number of students in the number of students. The level of professional titles has increased significantly, and the proportion of full-time teachers occupied by high-education teachers has increased significantly, but it is still lower than the national average. Especially in the context of the digital age, the human resources management level of Guangxi universities is still at a low level, and the digital transformation of human resources management in Guangxi universities needs to develop rapidly.

Related Research

Kang Dongdong (2017, p.5) put forward corresponding suggestions. First of all, the question of whether education management is "teaching" should be redefined. The main theme of educational management research can only be grasped in the hands of educational writers or researchers with deep pedagogical skills. Secondly, in order to promote the development of educational management research in our country, we should speed up the innovation of institutional mechanisms and guide researchers to strengthen cooperation in order to improve the quality of research results. Third, we should vigorously promote the horizontal expansion and vertical deepening of the scope of education management research, pay more attention to the research of primary and secondary education management, and strive to promote the deepening and refining of the research of education management system in our country. Fourthly, we should learn from ancient and modern China and abroad, attach importance to the 10 basic literateurs identified in this study, and overcome the problem of "emphasizing theory and neglecting practice".

Lin Yan (2024, p.51) pointed that driven by artificial intelligence, college education management shows a modern, humanistic, flexible and complex evolution, which effectively improves the effectiveness of education and teaching and the advanced nature of business management. However, the integration of artificial intelligence and college education management still faces difficulties in mechanism construction, education concept, teaching method, and education model, which hinder the implementation of tasks and concepts such as "cultivating virtues", "people-oriented", "teaching students according to their aptitude", and "educating people in three aspects". Based on this, universities and educators need to adhere to the question orientation, lead education modernization with education digitization, and explore and practice effective reform paths: reform education organization system and build intelligent management system; Improve teachers' information literacy and build a new teacher-student relationship; Change the classroom teaching paradigm, organize new practice activities; Expand the path of collaborative education and cultivate outstanding innovative talents. In this way, we can cultivate outstanding talents with all-round development of morality, intelligence, physical fitness, the United States and labor, and add impetus to the comprehensive promotion of the strategy of rejuvenating the country by talents

Zhao Xing (2023, p.133) proposed with the development of information technology and the change of social demand, human resource management in universities faces new challenges and opportunities. In order to improve the allocation, utilization and development level of human resources in colleges and universities, and realize the high-quality construction of talent team, colleges and universities urgently need to carry out the information construction of human resources management. Article from the content and characteristics of human resource management information in colleges and universities, points out that the human resource management information construction information system is not perfect, information resources utilization, information security does not reach the designated position, the database lack of stable operations and management personnel quality does not match, from the importance to the system construction, integration of available resources, using intelligent technology, build sharing platform and information security solutions, in order to provide reference for human resource management information construction in colleges and universities.

Yu Yazhong (2020, p.72) proposed that human resource management is one of the important links in the operation and management of state-owned enterprises. The introduction of AI technology into the human resource management of state-owned enterprises will promote the traditional human resource management mode to make profound changes from many aspects. AI technology can not only improve the efficiency of enterprise human resource management and reduce the cost of human resource management, but more importantly, the use of AI technology can help enterprise management do a good job in human resource management at the present stage of the enterprise and the future enterprise talent reserve planning, and help state-owned enterprises to improve market competitiveness.

Peng Xiaoqin (2023, p.76) supported that the gradual deepening of the application of "Internet +", the management mode of higher education must also be adjusted accordingly to meet the application needs of "Internet +". This paper starts from the necessity of higher education management pattern reforms in the "Internet +" era, analyzes the problems existing in the current stage of higher education management pattern reforms in our country, and based on this, analyzes how to further push forward the reformation and innovation of management pattern under the background of "Internet +" era, thus promoting the application of "Internet +" and improving the teaching quality of colleges and universities.

Sun Haiyi (2014, p.187) currently has representative research in the digitalization of human resources management in my country. It focuses on several aspects: some focus on the development and design of human resources systems. Digital technologies can affect corporate governance such as transaction processing, decision-making, and office work and even change the form of the enterprise.

Xie Xiaoyun, Zuo Yuhua, Hu Qiongjing (2021, p.207) proposed an ASP system-based college management information system framework. structural theory of structured technology as the theory of structural characteristics of auxiliary effects, and claiming that it may be difficult to accurately capture the relationship between technology and people in the current background. proposed that. The purpose of some scholars is to explore that in the information age, enterprises must be adjusted from human resources, breaking the traditional management model and management concept, and using scientific management management. Methods and computer network technology realize informatization and digital human resources management.

Chen Yao (2019, p.108) believes that the use of information should be penetrated into the process of personnel management and decision-making. He believed that the human resources management information system is an important way to promote the development of organization. Some scholars believe that building a human resource management information system can efficiently manage and retain talents, and discuss in detail how the human resource management information system works in the process of management and retaining talents.

Sun Bo (2020, p.208) pointed out that while the organization has actively embraced digital technology, the application of digital technology in enterprises has also brought unprecedented challenges to management practice. On the one hand, the objects of organizational management are no longer just employees in the enterprise, but a complex system composed of digital technology with powerful intelligence and employees empowering by digital technology.

Zhu Dong (2020, p.91) technology still requires more data support in improving the actual effectiveness of organizational human resources management efficiency: existing human resource management research does not widely verify the positive role of digital technology in human resource practice. The current academic community lacks enough attention to the relationship between digital technology and organization employees. Organizational management, especially the various digital reviews existing in the field of human resources management, pay more attention to the influence of technology on employees' unity, and fail to fully sort out and summarize employees' response to digital technology and the relationship between employees and digital technology.

Bowen, Ostroff (2014, p.203) proposed the concept of "Human Resource Management Streng" for the first time. It refers to "the efficiency that can affect the efficiency of organizing human resource management information and create a human resource management attribute of high-intensity organization atmosphere."

Hauffs, Alewelld, Katrinhansenn. (2017, p.726) pointed out that the intensity of human resource management cannot simply understand the strictness of the system or the intensity of human resource management. index. Jia Jianfeng, Zhou Shunyi, Tang Guiyao (2017, p.12) believes that this series of attributes affect whether human resource management activities can pass clear and effective information, and they will also affect whether employees can perceive and accept this information.

Han Jing (2022, p.53) believes that for a long time, many scholars have started from the overall view of related research on human resource management. To discuss the synergy of these human resources management policies and measures. Among them, two main views were generated: the general view of human resources management and the change of human resources management rights.

Ma Yueru, Guo Xiaowen (2020, p.90) selected It is precisely because the employees feel the approval and care of the organization that employees are willing to stay in the organization and give their own strength to achieve the organization's goals. Give and loyal. On the basis of Western research, Chinese scholars have proposed organizational support structure and dimensions that meet the Chinese background in response to the specific national conditions of China.

Yin Hang (2020, p.189) pointed out that colleges and universities are important places to train talents in our country, so every employee in colleges and universities has an impact on our education. In order to create a comfortable learning environment for students in colleges and universities and create a good learning atmosphere, colleges and universities are required to do a good job in human resource management. In the era of big data, a large amount of data can be recorded intensively in the system through computers and the Internet, thus improving the efficiency of human resource management in colleges and universities. Therefore, how to control the convenience brought by the era of big data has become a matter worth studying.

Yue Qisong (2021, p.125) believed that the rapid development of information technology makes data mining and application technology more and more extensive, the society gradually enters the era of big data, and the strategic implication and practical value of big data are gradually highlighted. In the era of big data, the human resource management of colleges and universities also needs to constantly innovate and optimize the methods and methods through big data technology, and strengthen the development and reserve of talents at all levels such as teaching and research, which is an important part of the construction of the governance system of colleges and universities and the modernization of governance capacity. Based on the analysis of the value implication of embedding big data into human resource management in colleges and universities, this paper explores the optimization objectives of human resource management in colleges and universities in the era of big data, and effectively

improves human resource planning by establishing big data awareness. Use big data technology to improve the efficiency of talent recruitment; Use big data thinking to improve the scientific assessment of human resources; Build a data platform to strengthen human resources training and development; Adapt to the development of big data, improve the human resource management mechanism of five aspects of human resource management innovation strategies in colleges and universities to improve the level of human resource management in the era of big data.

In the subsequent research, Jia Jiyou, Zhang Yuyue. (2023, p.50) based on the background of the times and the complex Chinese national conditions, he also proposed the three-dimensional structure of organizational support, namely the company's concern for employees' interests. The help of aspects and the recognition of their values in the company believe that the organization's support of Chinese employees is divided into care of interest perception, work support perception, and employee value recognition perception, and develops organizational support table support tables suitable for Chinese employees.

Wang Fang, Jiang Fengxiang. (2020, p.48). pointed out in the Internet era, big data technology has had a significant impact on the human resource management of enterprises. The traditional human resource management that relies on subjective evaluation no longer meets the requirements of the era of big data, and human resource management pays more attention to improving efficiency through data mining and analysis. Therefore, human resource management professionals not only need to master the professional knowledge of human resource management, but also need to have the ability of big data analysis, have strong digital literacy, and be able to effectively use big data to make more scientific, objective, reasonable and effective human resource management decisions. The major of human resource management in colleges and universities needs to actively adapt to the new talent requirements of The Times, accelerate the reform of talent training, so as to cultivate talents matching with enterprises.

Li Miao. et al., (2019, p.169) used the students of college communities as the research object, and found that the transformational leadership behavior had a positive effect on the students' self-efficacy. The survey of Yang Chen, Tang Mingfeng, Jingyi. (2019, p.207) is agricultural scientific and technological personnel. The research results show that the sense of self-efficacy is negatively affecting occupational

burnout and positive affecting personal accomplishment. The smaller the possibility, the stronger the possibility of a sense of personal accomplishment.

Han Jing (2019, p.54) based on the practice process of human resource management, this paper discusses its influence on employees' work attitude and behavior. Based on the research of relevant theories, this paper constructs a relationship model with three dimensions of HRM intensity (uniqueness, consistency and consensus) as an annual variable, employee innovation behavior as result variable, organizational support as mediating variable, and self-efficacy as moderating variable. In the empirical stage, the questionnaire survey method was adopted to collect 256 valid sample data from employees who had been employed for more than three months in each enterprise. After data analysis, the following conclusions were drawn: the three dimensions of HRM intensity (uniqueness, consistency and consensus) were significantly positively correlated with the sense of organizational support; There is a significant positive correlation between organizational support and employee innovation behavior. The perceived organizational support plays a mediating role between uniqueness, consistency, consensus and employee innovation behavior respectively. Self-efficacy moderates the positive correlation between organizational support and employee innovation behavior.

Li Guorong (2022, p.1-2) proposed out when interpreting the causes of the problems existing in the communication of human resource management in colleges and universities in Guizhou, we should further broaden the analytical thinking and perspective the common characteristics of the cultural psychology and thinking mode of Chinese people from the cultural background. This paper deeply analyzes the influence of the common characteristics of cultural psychology and thinking mode formed under the background of Chinese culture and the characteristics of communication in college human resource management on college human resource management communication, and puts forward corresponding countermeasures and optimization suggestions according to the existing problems in college human resource management communication in Guizhou. In order to provide beneficial reference for the communication in human resource management in domestic universities, and arouse more scholars' thinking and research on improving the effectiveness of western human resource management communication theory and public sector human resource management incentive theory to guide domestic

human resource management communication practice, so as to enrich and improve it and promote the further process of its sinicization. Enhance its effectiveness in guiding human resource management practices in China.

Li Lingxiao (2019, p.38) proposed that the study of domestic scholars' job satisfaction began in the 1970s. Compared with foreign scholars, it started late, and systematic research on the factors of job satisfaction was even more lagging. Xu Liancang and others who started the earliest job satisfaction research in my country.

At present, many scholars have done related research. According to the keywords of this paper, the author lists the related research of the following scholars as above.

Chapter 3

Research Methodology

The research focused on studying strategies for human resource management in the digital Era for Guangxi universities. In order to study the current situation, provide strategies and evaluation for human resource management in the digital era for Guangxi universities. The researcher have the procedures as follows.

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

Phase 1: This objective of this phase is to research the current situation of human resource management in the digital era for Guangxi universities.

The population / Sample Group

The Population

Including 12440 administrators and teachers from 10 public universities and colleges in Guangxi.

The Sample Group

The research based on the sampling table of Krejcie and Morgan (1970). By using systematic and sample random sampling, there were 375 administrators and teachers drawing from 10 Guangxi public colleges and universities.

Table 3.1 Lists of university and sample size

No	Public University in Guangxi	Population	Sample Group
1	Guangxi University	2850	86
2	Guangxi Polytechnic of Construction	620	19
3	Guangxi University of Finance and Economics	1020	31
4	Guangxi Transport Vocational and Technical College	510	15
5	Yulin Normal University	950	28
6	Guangxi Vocational University of Agriculture	690	21
7	Guangxi Normal University	1450	44
8	Guangxi Arts University	940	28
9	Guangxi University of Science and Technology	1560	47
10	Guangxi Minzu University	1850	56
Total		12440	375

According to table 3.1, it showed that lists of universities and colleges and sample size.

Research Instruments

Questionnaire

For objective one, Instruments that collect data was a questionnaire to study the current situation of human resource management in the digital era for Guangxi universities. The questionnaire was designed based on human resource management in six aspects: 1) Human Resource Planning; 2) Recruitment Management; 3) Training and Development; 4) Performance Evaluation; 5) Salary and Benefits Management; 6) Employee Relations Management. And then, this questionnaire could be split into three parts:

Part 1: Investigate about respondents' personal information including age, classified by gender, education, academic title and experience.

Part 2: Investigate about the current situation of human resource management in the digital era for Guangxi universities. There are 12 questions for Human Resource Planning, 11 questions for Recruitment Management, 12 questions for Training and Development, 12 questions for Performance Evaluation, 13 questions for Salary and Benefits Management, and 11 questions for employee relations management, total 71 questions. Data interpretation criteria according to the 5-component for Likert scale are following.

5 shows the highest level of human resource management in the digital era for Guangxi universities

4 shows high level of human resource management in the digital era for Guangxi universities

3 shows medium level of human resource management in the digital era for Guangxi universities

2 shows low level of human resource management in the digital era for Guangxi universities

1 shows the lowest level of human resource management in the digital era for Guangxi universities

The interpretation of data for mean values was accorded to Rensis Likert (1932). The explanation of data was following:

The data interpretation of the mean is based on Rensis Likert (1932). The data are described as follows:

4.50 – 5.00 shows the highest level

3.50 – 4.49 shows high level

2.50 – 3.49 shows medium level

1.50 – 2.49 shows low level

1.00 – 1.49 shows the lowest level

Part 3: Investigate about the SWOT of current situation of human resource management in the digital era for Guangxi universities.

Constructing a questionnaire process

The following is the process of making the questionnaire.

Step 1 : Reviewing and analyzing a large number of relevant documents, concepts, theories, and research about human resource management in the digital era for Guangxi universities.

Step 2: Construct this questionnaire of the current situation of human resource management in the digital era for Guangxi universities. After that, the questionnaire's outline was sent to the thesis advisor, and on the basis of the suggestions, the content was reviewed and revised.

Step 3: The index objective conformity (IOC) of the questionnaire was tested by 5 experts. The result of index objective congruence (IOC) was 0.67 to 1.00.

Step 4: According to all suggestions of experts, revising the questionnaire.

Step 5: For try-out, the questionnaires were distributed to 30 administrators and teachers in public universities and colleges in Guangxi. Cronbach's Alpha coefficient was used to evaluate the reliability of the questionnaire which was 0.989. The validity of the questionnaire was obtained by KMO Value, the validity was 0.986.

Step 6: The questionnaire survey was conducted among 375 administrators and teachers in public universities and colleges in Guangxi.

Data Collection

Objective 1: In order to study the current situation of human resource management in the digital era for Guangxi universities. Follow the procedure below:

Step 1: The researcher asked for invitations from graduate schools, Bansomdejchaopraya Rajabhat University in order to collect data on 375 administrators and teachers at public universities and colleges in Guangxi.

Step 2: The researcher handed out the survey to 375 administrators and teachers in public universities and colleges in Guangxi.

Data Analysis

For the analysis of data in the study, the researcher used packages programs of spss to perform the following analyses:

Step 1: The personal information of the respondents was analyzed by frequency and percentage, and classified according to the following different information types, including gender, age, education level, professional title and experience.

Step 2: The current situation of human resource management in the digital era for Guangxi universities in six following aspects: 1) Human Resource Planning; 2) Recruitment Management; 3) Training and Development; 4) Performance

Evaluation; 5) Salary and Benefits Management; 6) Employee Relations Management. The above six variables were analyzed using Mean and standard deviation.

Step 3: This SWOT analysis of human resource management in the digital era for Guangxi universities in six following aspects: 1) Human Resource Planning; 2) Recruitment Management; 3) Training and Development; 4) Performance Evaluation; 5) Salary and Benefits Management; 6) Employee Relations Management was analyzed by answering.

Phase 2: the goal of the phase 2 is to provide strategies for human resource management in digital era for Guangxi universities.

The population/Sample Group

The Population

The population of the phase 2 was 10 high-level administrators who were from 10 public colleges and universities in Guangxi.

The Sample Group

The experts in focus group in this research was 10 administrators who had high-level in public colleges and universities in Guangxi. Focus group experts should have the following qualifications 1) More than 6 years working experience as a senior executive in a public universities and colleges, 2) Had rich experience in human resource management in public universities and colleges, 3) Associate professor professional title or above.

Research Instruments

SWOT Analysis

As a data collection instrument for object two, to provide strategies for human resource management in digital era for Guangxi universities. SWOT analysis was based on the current situation of human resource management in digital era for Guangxi universities in six following aspects: 1) Human Resource Planning; 2) Recruitment Management; 3) Training and Development; 4) Performance Evaluation; 5) Salary and Benefits Management; 6) Employee Relations Management. The SWOT analysis provide into two parts:

Part 1: The SWOT of the respondents was analyzed by the current situation human resource management in digital era for Guangxi universities in the following six ways: 1) Human Resource Planning; 2) Recruitment Management; 3) Training and

Development; 4) Performance Evaluation; 5) Salary and Benefits Management; 6) Employee Relations Management.

Part 2: The outline of strategies for human resource management in the digital Era for Guangxi universities base on six aspects for administrators and teachers in public universities in Guangxi.: 1) Human Resource Planning; 2) Recruitment Management; 3) Training and Development; 4) Performance Evaluation; 5) Salary and Benefits Management; 6) Employee Relations Management,

Focus Group

As a data collection instrument for object two, to provide strategies for human resource management in digital era for Guangxi universities. The SWOT based on the current situation of human resource management in digital era for Guangxi universities and human resource management in six following aspects: 1) Human Resource Planning; 2) Recruitment Management; 3) Training and Development; 4) Performance Evaluation; 5) Salary and Benefits Management; 6) Employee Relations Management. The focus group provide into two parts:

Part 1: the personal information of experts in focus group, classified by education background, work experience, focus group time, and focus group date.

Part 2: the strategies of suggestion for developing the current situation of human resource management base on six aspects: 1) Human Resource Planning; 2) Recruitment Management; 3) Training and Development; 4) Performance Evaluation; 5) Salary and Benefits Management; 6) Employee Relations Management, for administrators in public universities in Guangxi.

Constructing a focus group process

The construction process of focus group are as follows:

Step 1: Reviewing and analyzing the outline of strategies related to human resource management in digital era for Guangxi universities.

Step 2: Constructing the focus group about suggestion for developing the current situation of human resource management in digital era base on six aspects: 1) Human Resource Planning; 2) Recruitment Management; 3) Training and Development; 4) Performance Evaluation; 5) Salary and Benefits Management; 6) Employee Relations Management. Then sending the outline of focus group to the thesis advisors, and according to all suggestions of experts, reviewing and modifying the contents.

Data Collection

As a data collection for objective two: in order to provide several strategies for human resource management in digital era for Guangxi universities, as following procedured:

Step 1: The researchers asked for invitations from graduate division, Bansomdejchaopraya Rajabhat University in order to require to set up the focus group from the high-level administrators from 10 public university in Guangxi.

Step 2: The researcher collection the suggestion from the administrators in focus group.

Data Analysis

The suggestion from focus group experts about providing strategies for human resource management in digital era for Guangxi universities was dissected by content analysis.

Phase 3: The objective of the phase 3 is evaluating the suitability and feasibility of strategies for human resource management in digital era for Guangxi universities.

The population / Sample Group

The Population

The population of the phase 3 included 15 senior administrators from 10 public colleges and universities in Guangxi.

The Sample Group

The experts, who evaluated the suitability and feasibility of strategies for human resource management in digital era for Guangxi universities included 15 senior administrators in public colleges and universities in Guangxi. Those experts need following qualifications: 1) More than 10 years working experience as a senior executive in public colleges and universities, 2) Had rich experience in human resource management, 3) Associate professor professional title or above.

Research Instruments

Evaluation form

As a data collection instrument for object three, evaluating the suitability and feasibility of strategies for human resource management in digital era for Guangxi universities. The evaluation form, which was designed based on strategies for human

resource management in digital era for Guangxi universities in six following aspects: 1) Human Resource Planning; 2) Recruitment Management; 3) Training and Development; 4) Performance Evaluation; 5) Salary and Benefits Management; 6) Employee Relations Management. The evaluation form was divided into two parts:

Part 1: The respondents' personal information including age, classified by gender, education, academic title, experience and so on.

Part 2: The evaluation form about the strategies for human resource management in digital era for Guangxi universities. The data interpretation criteria based on the five-component Likert scale were as follows:

5 shows the suitability and feasibility of strategies at the highest level

4 shows the suitability and feasibility of strategies at high level

3 shows the suitability and feasibility of strategies at medium level

2 shows the suitability and feasibility of strategies at low level

1 shows the suitability and feasibility of strategies at the lowest level

The data interpretation of the mean is based on Rensis Likert (1932). The data were explained as follows:

4.50 – 5.00 shows the highest level

3.50 – 4.49 shows high level

2.50 – 3.49 shows medium level

1.50 – 2.49 shows low level

1.00 – 1.49 shows the lowest level

Constructing a evaluation form process

The construction process of evaluation form were following:

Step 1: Constructing this evaluation form about strategies for human resource management in digital era for Guangxi universities.

Step 2: The evaluation form was applied to 15 high-level administrators of Guangxi's public universities.

Data Collection

As a data collection for objective 3: evaluating these strategies for human resource management in digital era for Guangxi universities, as following procedured:

Step 1: The researcher asked for invitations letter from the graduate division,, Bansomdejchaopraya Rajabhat University in order to require to invite those experts

to evaluate the strategies in this research.

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

Data Analysis

For the analysis of data in the study, the researcher used packages programs of spss to perform the following analyses: By using the mean and standard deviation, the evaluation of suitability and feasibility of those strategies for human resource management in digital era for Guangxi universities were analyzed.

Chapter 4

Results of Analysis

The research in strategies for human resource management in the digital era for Guangxi universities. The objectives of this research were 1) to investigate the current situation of human resource management in the digital era for Guangxi universities, 2) to provide strategies for human resource management in the digital era for universities in Guangxi, and 3) to evaluate the Suitability and feasibility of strategies for human resource management in the digital era for universities in Guangxi. The data analysis result can be presented as follows:

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

The details are as follows.

Symbol and Abbreviations

- | | |
|-----------|------------------------------|
| N | refers to 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 respondents, classified by gender, age, education, academic title and experience. Presented the data in the form of frequency and percentage.

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

Part 3: The analysis result about the SWOT of strategies for human resourcemanagement in the digital era for Guangxi universities.

Part 4: The analysis result about the focus group contents about the strategies for human resource management in the digital era for Guangxi universities.

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

Results of Data Analysis

The researcher analyzed the data in 3 parts as follows:

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

Table 4.1 Number and percentage of respondents

(n = 375)

	Personal information	Number of people	Percentage
school	Guangxi University	86	22.93
	Guangxi Polytechnic of Construction	19	5.07
	Guangxi University of Finance and Economics	31	8.27
	Guangxi Transport Vocational and Technical College	15	4
	Yulin Normal University	28	7.47
	Guangxi Vocational University of Agriculture	21	5.6
	Guangxi Normal University	44	11.73
	Guangxi Arts University	28	7.47
	Guangxi University of Science and Technology	47	12.53
	Guangxi Minzu University	56	14.93
	Total	375	100
Gender	male	185	49.33
	female	190	50.67
	Total	375	100

Table 4.1 (Continued)

(n = 375)

	Personal information	Number of people	Percentage
Age	25 years old or below	10	2.67
	26 to 35	87	23.2
	36 to 45	167	44.53
	46 to 55	61	16.27
	56 years old or up	50	13.33
	Total	375	100
Education	Bachelor degree	83	22.13
	Master's degree	249	66.4
	Doctoral degree	43	11.47
	Total	375	100
Academic Title	None	21	5.6
	Teaching assistant	18	4.8
	The lecturer or Assistant Professor	208	55.47
	Associate professor	110	29.33
	Professor	18	4.8
	Total	375	100
Experience	within 5 years	36	9.6
	5 to 10 years	135	36
	11 to 15 years	118	31.47
	16 to 20 years	54	14.4
	More than 20 years	32	8.53
Total	375	100	

According to Table 4.1, showed that the majority respondents were 190 females, accounting for 50.67%, and 185 males, accounting for 49.33%. The age of respondents was mainly 36 to 45 years old for 167 people, accounting for 44.53%, 25 years old or below for 10 people, accounting for 2.67%, 26 to 35 years old for 87 people, accounting for 23.2%, 46 to 55 years old for 61 people, accounting for 16.27%, 56 years old or up years old for 50 people, accounting for 13.33%. Education background of respondents was mainly master's degree for 249 people, accounting for 66.4%, followed by bachelor's degree for 83 people, accounting for

22.13%, and doctor's degree was the lowest level for 43 people, accounting for 11.47%. Academic title of respondents was mainly the lecturer or assistant professor for 208 people, accounting for 55.47%, none of academic title for 21 people, accounting for 5.6%, teaching assistant for 18 people, accounting for 4.8%, associate professor for 110 people, accounting for 29.33 %, professor for 18 people, accounting for 4.8%. Experience of respondents was mainly 5 to 10 years for 135 people, accounting for 36%, within 5 years for 36 people, accounting for 9.6%, 11 to 15 years for 118 people, accounting for 31.47%, 16 to 20 years for 54 people, accounting for 14.4%, more than 20 years for 32 people, accounting for 8.53%.

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

In accordance with the results of questionnaires, this study analyzed the administrators and teachers in Guangxi public universities from 6 aspects: 1) Human Resource Planning, 2) Recruitment Management, 3) Training and Development, 4) Performance Evaluation, 5) Salary and Benefits Management, 6) Employee Relations Management. The mean and standard deviation were attained. The survey questionnaire used in this study was specifically designed by the researchers for this study, and the survey results are as follows:

Table 4.2 The mean and standard deviation of the current situation of strategies for human resource management in the digital era for Guangxi universities in six aspects

(n = 375)

strategies for human resource management in the digital era for Guangxi universities		\bar{x}	S.D.	level	order
1	Human Resource Planning	3.47	1.18	Medium	6
2	Recruitment Management	3.65	1.17	High	2
3	Training and Development	3.55	1.20	High	4
4	Performance Evaluation	3.63	1.16	High	3
5	Salary and Benefits Management	3.66	1.14	high	1
6	Employee Relations Management	3.49	1.20	Medium	5
Total		3.63	1.16	High	

According to table 4.2, found that the current situation of strategies for human resource management in the digital era for Guangxi universities in six aspects was at high level ($\bar{x}=3.63$). Considering the results of this research aspects ranged from the highest to lowest mean were as follow: the highest mean was Salary and Benefits Management ($\bar{x}=3.66$), followed by Recruitment Management ($\bar{x}=3.65$), and Human Resource Planning was the lowest mean ($\bar{x} = 3.47$).

Table 4.3 The mean and standard deviation of the current situation of strategies for human resource management in the digital era for Guangxi universities in Human Resource Planning

(n = 375)

	Human Resource Planning	\bar{x}	S.D.	level	order
1	Administrators analyze and dynamically deduce the data of the stock by digital means	3.61	1.13	High	2
2	Administrators analyze and dynamically deduce the data of structure by digital means	3.66	1.12	High	1
3	Administrators analyze and dynamically deduce the data of flow by digital means	3.56	1.12	High	4
4	Administrators determine the needs of talents by digital means	3.59	1.15	High	3
5	Administrators put forward early warning of the introduction based on the external talent market by digital means	3.33	1.24	Medium	11
6	Administrators can be forward early warning of the training based on the external talent market by digital means	3.36	1.20	Medium	9
7	Administrators conducted employee expectations survey by digital means	3.43	1.20	Medium	7
8	Administrators formulate more forward-looking personnel management planning by digital means	3.55	1.20	High	5
9	Administrators solve the job mismatch problems by using digital technology	3.34	1.16	Medium	10

Table 4.3 (Continued)

		(n = 375)			
	Human Resource Planning	\bar{x}	S.D.	level	order
10	Administrators solve the personnel loss problems by using digital technology	3.28	1.23	Medium	12
11	Administrators solve the uncoordinated student-teacher ratio problems by using digital technology	3.42	1.21	Medium	8
12	Administrators set a high efficient human resource planning by using digital technology	3.52	1.17	High	6
Total		3.47	1.18	Medium	

According to Table 4.3, found that the current situation of human resource management in the digital era for Guangxi universities in Human Resource Planning was at medium level ($\bar{x}=3.47$). Considering the result of this research aspects ranged from the highest to the lowest mean were as following: the highest mean was Administrators analyze and dynamically deduce the data of structure by digital means ($\bar{x}=3.66$), followed by Administrators analyze and dynamically deduce the data of the stock by digital means ($\bar{x}=3.61$), and Administrators solve the personnel loss problems by using digital technology was the lowest mean ($\bar{x}=3.28$).

Table 4.4 The mean and standard deviation of the current situation of strategies for human resource management in the digital era for Guangxi universities in Recruitment Management

(n = 375)

	Recruitment Management	\bar{x}	S.D.	level	order
1	Administrators build needed talent portrait in the big data analysis by digital technology according to the human resources planning	3.33	1.24	Medium	10
2	Administrators build needed knowledge map in the big data analysis by digital technology according to the human resources planning	3.31	1.26	Medium	11
3	Administrators search the national university talent database in the applicant information	3.69	1.22	High	6
4	Administrators search the recruitment platform in the applicant information	3.71	1.17	High	4
5	Administrators compare rapidly the national university talent database and recruitment platform in the applicant information	3.67	1.21	High	7
6	Administrators match degree evaluation by digital skill	3.65	1.21	High	8
7	Administrators recommend intelligently high matching degree of the candidates by digital skill	3.70	1.13	High	5
8	Administrators realize the management process of intelligent recruitment by digital technology	3.55	1.10	High	9
9	Administrators save recruitment time by using digital technology	3.86	1.07	High	2
10	Administrators reduce greatly the recruitment cost by using digital technology	3.84	1.11	High	3
11	Administrators improve recruitment efficiency by using digital technology	3.87	1.11	High	1
Total		3.65	1.17	High	

According to Table 4.4, found that the current situation of human resource management in the digital era for Guangxi universities in Recruitment Management was at high level ($\bar{x}=3.65$). Considering the result of this research aspects ranged from the highest to the lowest mean were as following: the highest mean was Administrators improve recruitment efficiency by using digital technology ($\bar{x}=3.87$), followed by Administrators save recruitment time by using digital technology ($\bar{x}=3.86$), and Administrators build needed knowledge map in the big data analysis by digital technology according to the human resources planning was the lowest mean ($\bar{x}=3.31$).

Table 4.5 The mean and standard deviation of the current situation of strategies for human resource management in the digital era for Guangxi universities in Training and Development

(n = 375)

	Training and Development	\bar{x}	S.D.	level	order
1	Administrators tailor personalized training plan and learning method	3.39	1.26	Medium	9
2	Administrators tailor personalized training system and transformation of training results	3.33	1.25	Medium	10
3	Administrators tailor personalized training effect evaluation	3.31	1.28	Medium	11
4	Administrators tailor personalized intelligent push learning courses	3.27	1.27	Medium	12
5	Administrators organize the training project by digital technology	3.58	1.25	High	6
6	Administrators share training information by digital technology	3.49	1.21	High	8
7	Administrators help employees comprehensive growth by training and development	3.77	1.17	High	2
8	Administrators support to organize training to improve have been Improved employees' knowledge and skills	3.78	1.14	High	1

Table 4.5 (Continued)

(n = 375)

	Training and Development	\bar{x}	S.D.	level	order
9	Administrators strengthen behavioral practice by digital training and development	3.75	1.14	High	3
10	Administrators integrated learning resources by digital training and development	3.73	1.12	High	4
11	Administrators support that university increase human capital by digital training and development	3.60	1.15	High	5
12	Administrators set a high efficient training and development by using digital technology	3.57	1.17	High	7
Total		3.55	1.20	High	

According to Table 4.5, found that the current situation of human resource management in the digital era for Guangxi universities in Training and Development was at high level ($\bar{x}=3.55$). Considering the result of this research aspects ranged from the highest to the lowest mean were as following: the highest mean was Administrators support to organize training to improve have been Improved employees' knowledge and skills ($\bar{x}=3.78$), followed by Administrators help employees comprehensive growth by training and development ($\bar{x}=3.77$), and Administrators tailor personalized intelligent push learning courses was the lowest mean ($\bar{x}=3.27$).

Table 4.6 The mean and standard deviation of the current situation of strategies for human resource management in the digital era for Guangxi universities in Performance Evaluation

(n = 375)

	Performance Evaluation	\bar{x}	S.D.	level	order
1	Administrators build accurate performance plans	3.54	1.18	High	11
2	Administrators track employee's work completed	3.75	1.18	High	2
3	Administrators track to project advancement	3.70	1.21	High	3
4	Administrators collect attendance data by using digital technology	3.78	1.12	High	1
5	Administrators analysis employee's performance index completion	3.61	1.16	High	6
6	Administrators found defects in the process of performance evaluation	3.60	1.11	High	7
7	Administrators formulate feasible new performance indicators	3.58	1.12	High	9
8	Administrators analyze the reasons for the difference in the performance	3.53	1.20	High	12
9	Administrators combined with the actual results of the performance evaluation	3.55	1.22	High	10
10	Administrators put forward the suggestions for personnel post adjustment according to the performance appraisal results	3.62	1.21	High	5
11	Administrators realize the dynamic and accurate matching of people and posts	3.70	1.16	High	4
12	Administrators get a high efficient performance evaluation by using digital technology	3.59	1.11	High	8
Total		3.63	1.16	High	

According to Table 4.6, found that the current situation of human resource management in the digital era for Guangxi universities in Performance Evaluation was at high level ($\bar{x}=3.63$). Considering the result of this research aspects ranged from the highest to the lowest mean were as following: the highest mean was Administrators collect attendance data by using digital technology ($\bar{x}=3.78$), followed by Administrators track employee's work completed ($\bar{x}=3.75$), and Administrators analyze the reasons for the difference in the performance was the lowest mean ($\bar{x}=3.53$).

Table 4.7 The mean and standard deviation of the current situation of strategies for human resource management in the digital era for Guangxi universities in Salary and Benefits Management

(n = 375)

	Salary and Benefits Management	\bar{x}	S.D.	level	order
1	Administrators establish a reasonable wage and benefits system	3.57	1.12	High	10
2	Administrators complete work performance better within the salary and benefits management	3.65	1.18	High	8
3	Administrators improve work efficiency within the salary and benefits management	3.67	1.17	High	6
4	Administrators use salary system to complete the payment of salary and Benefits	3.81	1.16	High	2
5	Administrators use the salary system to query the detailed salary details	3.89	1.17	High	1
6	Administrators use the salary system to query the detailed rewards	3.77	1.18	High	3
7	Administrators use the salary system to query the detailed punishments	3.66	1.18	High	7
8	Administrators understand the welfare expectations of all employees	3.58	1.11	High	9

Table 4.7 (Continued)

		(n = 375)			
	Salary and Benefits Management	\bar{x}	S.D.	level	order
9	Administrators formulate reasonable welfare policies according to the needs of employees and the actual situation	3.47	1.12	Medium	13
10	Administrators improved employee's job satisfaction because of the salary and benefits management	3.57	1.11	High	11
11	Administrators improved employee's job loyalty because of the salary and benefits management	3.53	1.11	High	12
12	Administrators support promote the development of the university because of the salary and benefits management	3.72	1.13	High	4
13	Administrators have a high efficient salary and benefits management by using digital technology	3.70	1.15	High	5
Total		3.66	1.14	High	

According to Table 4.7, found that the current situation of human resource management in the digital era for Guangxi universities in Salary and Benefits Management was at high level (\bar{x} =3.66). Considering the result of this research aspects ranged from the highest to the lowest mean were as following: the highest mean was Administrators use the salary system to query the detailed salary details (\bar{x} =3.89), followed by Administrators use salary system to complete the payment of salary and Benefits (\bar{x} =3.81), and Administrators formulate reasonable welfare policies according to the needs of employees and the actual situation was the lowest mean (\bar{x} =3.47).

Table 4.8 The mean and standard deviation of the current situation of strategies for human resource management in the digital era for Guangxi universities in Employee Relations Management

(n = 375)

	Employee Relations Management	\bar{x}	S.D.	level	order
1	Administrators communicate with employee by digital technology	3.37	1.27	Medium	6
2	Administrators manage and encourage with employee by digital technology	3.35	1.16	Medium	8
3	Administrators conclude and manage employment contracts by digital technology	3.36	1.26	Medium	7
4	Administrators predict the possibility of employee loss by digital technology	3.34	1.21	Medium	9
5	Administrators predict the cause of employee loss by digital technology	3.31	1.31	Medium	10
6	Administrators reduced the negative impact of sudden resignation of employees by digital technology	3.28	1.27	Medium	11
7	Administrators improve employee satisfaction because of the employee relations management	3.48	1.23	Medium	5
8	Administrators facilitate the employee relationship management in university more accurate in The information system	3.74	1.15	High	3
9	Administrators facilitate the employee relationship management in university more intelligent in The information system	3.77	1.16	High	1
10	Administrators facilitate the employee relations more harmonious and stable in The information system	3.75	1.15	High	2
11	Administrators have a high efficient employee relations management by using digital technology	3.60	1.08	High	4
Total		3.49	1.20	Medium	

According to Table 4.8, found that the current situation of human resource management in the digital era for Guangxi universities in Employee Relations Management was at Medium level ($\bar{x}=3.49$). Considering the result of this research aspects ranged from the highest to the lowest mean were as following: the highest mean was Administrators facilitate the employee relationship management in university more intelligent in The information system ($\bar{x}=3.77$), followed by Administrators facilitate the employee relations more harmonious and stable in The information system ($\bar{x}=3.75$), and Administrators reduced the negative impact of sudden resignation of employees by digital technology was the lowest mean ($\bar{x}=3.28$).

Part 3 The analysis result about the SWOT of strategies for human resource management in the digital era for Guangxi universities.

In accordance with the results of questionnaire, this study analyzed the SWOT of human resource management in the digital era in universities in Guangxi, which were strength, weakness, opportunities and threat.

Human Resource Planning

The Strength of human resource planning in human resource management in the digital era in universities in Guangxi

1. Under the vision and goal of their own top-level design, universities in Guangxi attach great importance to digital human resource planning.

Under the background of globalization and information technology, digital technology is profoundly changing the way and content of human resource management. Therefore, universities in Guangxi have incorporated digital human resource planning into their overall development strategies to ensure that they maintain an edge in the fierce international competition. Universities in Guangxi optimize the structure of human resource team by making clear digital human resource planning. Secondly, universities in Guangxi pay attention to building an open, sharing and collaborative campus culture in the digital human resource planning. In addition, universities are also strengthening guidance and support for administrators and teachers' careers through digital means to help them better adapt to the workplace environment.

To sum up, under the guidance of top-level design, universities in Guangxi attach great importance to digital human resource planning and improve the pace of digital transformation of human resource planning in universities in Guangxi.

2. The rich human resources data resources provide a good digital foundation for the human resources planning of universities in Guangxi.

The accumulation of these data resources is the result of the continuous exploration and practice in the long-term education, teaching and management work of universities in Guangxi. They cover teacher recruitment, training, teaching evaluation, and all aspects of school management. Especially in terms of human resources, universities in Guangxi have detailed data including staff personal information, work performance, training development, title promotion, etc., which provides a solid data foundation for in-depth analysis and optimization of human resource planning. In addition, the abundant human resource data resources also provide the possibility of predictive analysis for universities in Guangxi. Through the trend analysis of historical data, universities can foresee the future changes of talent demand, and make a good plan of talent training and introduction in advance. At the same time, data analysis can also help universities to find potential problems and risks, timely adjust management strategies, and ensure the efficient utilization and sustainable development of human resources.

To sum up, the human resources data resources accumulated in the long-term education, teaching and management in Guangxi provide the possibility of predictive analysis for universities in Guangxi. In order to help improve the scientific and effective nature of human resources planning. With the further development of digital technology, the potential of these data resources will be further explored, providing more powerful support for the improvement of human resources planning in universities in Guangxi.

The weakness of human resource planning in human resource management in the digital era in universities in Guangxi

1. The educational resources of universities in Guangxi are not rich enough.

Compared with some more economically developed regions, Guangxi's educational resources may be relatively limited, which may affect the investment of universities in talent training and attracting. 1) gap in educational input: Compared with economically developed regions, Guangxi may have less financial support and

social capital, which leads to relatively limited educational input (such as teaching facilities, scientific research funds, teachers, etc.). This gap may affect the human resources planning of universities, and then affect the overall competitiveness of schools. 2) talent attraction and retention challenges: Limited resources may lead to higher education institutions in Guangxi being less attractive than those in other regions in terms of salary and benefits, scientific research conditions and career development opportunities. Therefore, universities may face greater difficulties in attracting and retaining outstanding talents, especially high-end talents and young talents. 3) the lag of digital construction: The digital era requires universities to invest and build information technology infrastructure, online teaching platform, digital management system and other aspects. However, the limited educational resources may lead to the slow progress of the construction of universities in Guangxi in these fields, and it is difficult to meet the needs of human resource management in the digital age.

To sum up, the limitation of educational resources is one of the disadvantages of Guangxi universities in human resource planning in the digital age. Due to the difference in the level of economic development, the educational resources in Guangxi are not as sufficient as those in some more economically developed areas, which affects the investment of universities in personnel training and attraction to a certain extent, and thus has a negative impact on the human resources planning.

2. The human resource management system of universities in Guangxi is defective.

In many organizations, the human resource management system is the key to ensuring effective recruitment, employee development, performance evaluation and talent retention. However, when there are defects in this system, such as cumbersome process design, low operation efficiency, or lack of flexibility and Suitability, it will seriously affect the implementation effect of human resource planning. For Guangxi universities, this problem is particularly prominent, because it directly affects the core competitiveness of Guangxi universities. An imperfect human resource management system may lead to many problems. First of all, the cumbersome process often leads to recruitment delays, making universities lose their advantages in the fierce talent market competition, and it is difficult to attract and

hire the right talents in a timely manner. Second, inefficiencies can cause HR departments to spend too much time dealing with day-to-day tasks and not focus on more important tasks such as strategic planning and employee development. In addition, if the management system lacks modern tools and technical support, such as artificial intelligence and data analysis, the accuracy and science of talent management and decision-making will be greatly reduced.

To sum up, the problems existing in the human resource management system of Guangxi universities have affected the human resource planning, which needs to be paid attention to and improved.

The opportunity of human resource planning in human resource management in the digital era in universities in Guangxi

1. The state and Guangxi government will give planning policy guidance to universities in Guangxi.

Universities in Guangxi benefit from the policy support of the national and local governments, such as educational concessions, personnel training programs, etc., which provides a good external environment for human resource planning. The policy support of higher departments also helps to optimize the external environment of human resource planning in universities. For example, the government may encourage talent exchange and cooperation among universities through policy guidance, or provide more international exchange opportunities for universities. These measures will not only help universities in Guangxi attract foreign and international talents, but also promote their international development. At the same time, the continuity and stability of the policy provide a long-term perspective for the human resource planning of universities in Guangxi. universities can predict the future development trend according to the policy orientation of the government, and formulate corresponding human resources development strategies accordingly to ensure that human resources planning is consistent with the national education development strategy.

To sum up, the policy support of the national and local governments provides a strong external condition for the human resource planning of universities in Guangxi. universities should make full use of these policy resources, scientifically plan the development of human resources, and constantly improve the quality of personnel training to meet the needs of social and economic development. At the

same time, universities should pay attention to the dynamic changes of policies and flexibly adjust human resource planning to adapt to the new trend of education development.

The threat of human resource planning in human resource management in the digital era in universities in Guangxi

1. The use of digital technology in human resource planning of universities in Guangxi is relatively weak.

In the current digital era, the rapidly changing digital technology environment requires universities to constantly update the human resource database, which puts forward higher requirements for the information of human resource management, and also brings challenges to human resource planning. In today's globalization and informatization, technological change is advancing at an unprecedented speed, profoundly affecting all aspects of the field of education. For universities in Guangxi, the syllabus needs to be reviewed and updated regularly to ensure that the course content reflects the latest technological developments and industry needs. This may require the introduction of new courses or significant changes to existing courses; The rapid change of technology requires teachers not only to master professional knowledge, but also to have the corresponding technical ability. Universities in Guangxi need to provide continuous professional development and technical training for teachers so that they can effectively use the new tools and platforms to teach. In the face of technological change, universities in Guangxi need to make reasonable allocation and priority setting under the limited resources to ensure the sustainable development of human resource management.

To sum up, technological change has put forward new requirements for human resource planning in universities in Guangxi. universities need to strengthen the construction of human resources by formulating forward-looking policies and strategies to adapt to the ever-changing technological environment

2. Changes in national and Guangxi regulations and policies will bring uncertainty to the human resource planning of universities in Guangxi.

Policy changes at the national level, such as education law, labor law, talent introduction policy, international cooperation policy, etc., will directly affect the human resource planning of universities in Guangxi. For example, in order to promote the internationalization of education, the country may introduce more policies to

encourage international academic exchanges and cooperation, which will facilitate universities in Guangxi to attract more international talents and scholars. However, at the same time, the human resource management departments of universities in Guangxi must understand and master these policies in time, so as to adjust the human resource planning quickly.

The impact of local policies cannot be ignored. As a region bordering on ASEAN countries, Guangxi enjoys special geographical and political status. Local governments may introduce a series of policies to support the development of universities and promote talent training and mobility according to the needs of regional development. These policies may include tax incentives, research funding support, housing subsidies for talents, etc., which will have an important impact on attracting and retaining talents in universities in Guangxi. Therefore, the human resource management departments of universities in Guangxi need to pay close attention to the policy trends of local governments, make full use of policy dividends, and optimize the allocation of human resources.

To sum up, the changes of national and local policies will bring challenges to the human resource planning of universities in Guangxi. Human resource managers in universities need to pay attention to the latest policies and regulations in real time, and human resource planning should be legal and compliant, keep pace with The Times, and conform to the actual situation of universities in Guangxi.

Recruitment Management

The Strength of recruitment management in human resource management in the digital era in universities in Guangxi

1. Universities in Guangxi set up reasonable recruitment plans according to human resources planning.

When making recruitment plans, universities in Guangxi should fully consider the actual situation of the university, including the university's development strategy, talent demand, budget constraints and other factors. First of all, the school clearly defines its own development strategy and objectives, and determines the positions and the number of people to be recruited. This requires an in-depth analysis of the school's organizational structure, disciplinary development, teaching and research to ensure that the recruitment plan is consistent with the long-term development of the school. Secondly, the school conducts research on the talent market to

understand the current supply and demand situation of the job market, the trend of talent flow and the recruitment strategy of competitors. This will help schools to make more scientific and reasonable recruitment plans and improve the success rate of recruitment. When making recruitment plans, universities in Guangxi design specific recruitment processes and methods according to recruitment plans. This includes Posting job ads, screening resumes, organizing interviews, and conducting background checks. Schools can adopt different recruitment methods according to the characteristics and requirements of different positions, such as online recruitment, campus recruitment, headhunter recommendation, etc., in order to attract more excellent candidates.

To sum up, when making recruitment plans and recruitment programs, universities in Guangxi fully consider the actual situation of the school and the situation of the talent market, and design scientific and reasonable recruitment processes and methods to ensure the effectiveness and compliance of recruitment activities. By making suitable recruitment plans and programs, universities in Guangxi will be able to attract and select more excellent talents, and provide strong human resources support for the development of schools.

2. Recruitment platform has a high penetration rate in universities in Guangxi, which improves recruitment efficiency.

With the rapid development of information technology, universities in Guangxi have widely recognized the convenience and high efficiency of using digital tools for recruitment. Nowadays, most universities in Guangxi have adopted recruitment platforms or recruitment systems to carry out online recruitment activities. The application of these platforms has not only changed the traditional recruitment mode, but also greatly improved the efficiency and effect of the recruitment process. The popularity of recruitment platforms enables universities in Guangxi to publish recruitment information to a wider range of job seekers in a shorter period of time. These platforms usually have a series of functions such as job Posting, resume receiving, screening, interview arrangement and result feedback, and realize the online management of the whole process of recruitment activities. Through these platforms, job seekers can quickly learn about job requirements, submit personal resumes, and even conduct interviews via online video, all of which greatly saves time and physical space constraints. In addition, the data analysis function of the

recruitment platform also provides a scientific basis for the recruitment of talents in universities. By collecting and analyzing the data of candidates, universities can better understand the dynamics of the talent market, optimize recruitment strategies, and improve the accuracy of recruitment. At the same time, these platforms can provide real-time monitoring of the recruitment process, ensuring that recruitment activities are open, fair and transparent. In universities in Guangxi, the popularity of recruitment platforms also reflects the education industry's positive response to digital transformation. Through these platforms, universities not only improve the efficiency of recruitment work, but also improve the quality of interaction with job seekers through digital means, and enhance the cognition and attraction of job seekers to universities.

To sum up, the recruitment platform has a high penetration rate in universities in Guangxi, which not only reflects the modern level of human resource management in universities in Guangxi, but also shows the positive attitude of universities to embrace new technologies and improve recruitment efficiency. With the continuous optimization and upgrading of these platforms, the recruitment work of universities in Guangxi will be more efficient and accurate in the future, which will help attract more outstanding talents to join and contribute to the education cause and social and economic development of Guangxi.

3. According to the requirements of documents issued by higher authorities, universities in Guangxi have standardized recruitment procedures and systems.

Under the background of fierce competition in higher education, standardized management of recruitment process in universities in Guangxi is particularly important. This standardization is reflected in all aspects of the recruitment process, from job Posting, resume collection, qualification screening, interview scheduling, evaluation, and final hiring decision, each step follows clear standards and procedures. First, universities in Guangxi usually release recruitment information through official channels to ensure openness and transparency. This information includes key details such as the job description, application requirements, and registration time so that job seekers can understand the job requirements and the recruitment process. At the same time, universities often use their official websites, social media platforms and professional recruitment websites to expand the coverage of recruitment information and attract more potential applicants. Secondly,

in the process of resume collection and qualification screening, universities in Guangxi will use standardized templates to evaluate the basic qualifications of job seekers, such as educational background, work experience, scientific research achievements, etc. This process is usually handled by the human resources department or a dedicated recruitment committee, who conduct an objective assessment based on pre-set criteria to guarantee the fairness and effectiveness of the selection. In the interview and assessment process, universities in Guangxi will organize a review team composed of professors, scholars and administrators to make a comprehensive evaluation of candidates. During the interview process, the jury team will comprehensively examine the professional knowledge, teaching ability, scientific research potential and comprehensive quality of the candidates through questions, discussions and other ways. In addition, universities may require candidates to give trial lectures or participate in relevant practical operations to more accurately assess their practical work ability. The final hiring decision is based on the comprehensive evaluation results of the above aspects. Universities in Guangxi usually adopt a collective decision-making method to ensure the rationality and fairness of recruitment results. After the decision to hire, the university will promptly issue a formal job offer to the candidate, and provide detailed onboarding guidance and support, so that the new employee can be smoothly integrated into the school environment.

To sum up, the standardized management of the recruitment process in universities in Guangxi not only improves the efficiency and quality of the recruitment work, but also provides a fair competition platform for job seekers. This standardized process helps universities attract and select excellent educational talents, so as to promote the improvement of education and teaching level and academic research ability of schools.

The weakness of recruitment management in human resource management in the digital era in universities in Guangxi

1. The policy of attracting high-level talents in universities in Guangxi is not perfect.

In today's fierce talent competition, the introduction of high-level talents is very important for the development of universities. However, universities in Guangxi have some deficiencies in attracting high-level talents, which are mainly reflected in

the following aspects: 1) uncompetitive remuneration: Compared with universities in some developed areas, universities in Guangxi may not be competitive in terms of remuneration. This may lead high-level talents to regard universities in Guangxi as a lower choice priority when considering career development. 2) Limited research conditions and platform support: high-level talents usually pursue a good research environment and platform support. There may be some deficiencies in scientific research conditions, capital investment and research team construction in universities in Guangxi, which will affect the introduction and retention of high-level talents. 3) Limited career development space and promotion opportunities: high-level talents focus on career development and promotion opportunities. If there are restrictions or inflexibility in the evaluation of professional titles and job promotion in universities in Guangxi, it may reduce the enthusiasm and willingness of high-level talents to stay. 4) Living facilities and welfare benefits to be improved: In addition to working conditions, high-level talents will also consider living facilities and welfare benefits. Universities in Guangxi may need to provide more support and convenience in housing subsidies, children's education, medical security and other aspects to attract and retain talents.

To sum up, universities in Guangxi are in urgent need of the introduction of high-level talents, but due to the imperfect policies, the introduction of high-level talents is relatively difficult, which is one of the disadvantages of the recruitment management of universities in Guangxi.

2. College human resource managers in Guangxi are weak in digital technology for recruitment management.

In the current digital era, the digital technical ability of human resource management is crucial to improve the efficiency and quality of recruitment. However, most of the human resource managers in universities in Guangxi are management majors, and their ability in informatization and digital operation is relatively weak, which is mainly reflected in the following aspects: 1) They are not skilled in the application of digital tools: Some human resource managers are not skilled in the application of digital tools, and may encounter difficulties in operating recruitment systems and processing data. This will affect the smooth progress of the recruitment process and reduce work efficiency. 2) Limited ability of data analysis and application: A major advantage of digital technology is that it can analyze and mine a

large amount of data to provide strong support for decision-making. However, if human resource managers lack the ability of data analysis and application, they may not be able to make full use of these data, thus affecting the formulation and optimization of recruitment strategies. 3) Lack of understanding and mastery of new technologies: With the continuous development of science and technology, new digital technologies continue to emerge. If human resource managers lack understanding and mastery of these new technologies, they may not be able to keep up with the pace of The Times and miss some opportunities to improve the efficiency and quality of recruitment. 4) Insufficient ability to withstand pressure and strain: The rapid development of digital technology has also brought certain challenges and pressure. If human resource managers lack sufficient ability to withstand pressure and respond to changes, they may feel confused and helpless in the face of technological upgrading.

To sum up, in the current digital era, the digital technical capabilities of human resource management are essential to improve the efficiency and quality of recruitment. However, most of the human resource managers in universities in Guangxi are management majors, and their ability in informatization and digital operation is relatively weak, which is not conducive to the digital operation and management of college recruitment.

The opportunities of recruitment management in human resource management in the digital era in universities in Guangxi

1. There are many kinds of recruitment systems in the market, and universities in Guangxi have a large choice.

With the development of science and technology and the intensification of market competition, there are more and more kinds of recruitment systems, which provide more choices for universities. These recruitment systems differ not only in function, but also in operational interfaces, data processing capabilities, and integration. First of all, from the functional point of view, different recruitment systems provide different functional modules to meet different types of recruitment needs. For example, some systems focus on mass recruitment, offering features such as automated screening of resumes and online written interviews. Some systems focus more on social recruitment, offering features like rewards for employee referrals and job postings on social media. Secondly, from the perspective of the

operation interface, different recruitment systems are also different. Some systems have clear interfaces and are easy to use; Some systems offer a wealth of customization options that can be personalized according to user needs. In addition, in terms of data processing capacity, different recruitment systems also differ. Some systems can process large amounts of data quickly and provide real-time feedback; Some systems are more focused on data security and privacy.

To sum up, there are many kinds of recruitment systems in the market, and universities have large choices. universities can choose the right recruitment system according to their own needs and budgets to improve the efficiency and quality of recruitment. At the same time, universities also need to pay attention to the update and maintenance of the recruitment system to ensure that the system can continue to meet the needs of the school.

2. Both the Ministry of Education of China and the Department of Education of Guangxi support the adoption of digital management methods in college recruitment management.

With the advancement of digital transformation, the higher level units of the education system in Guangxi Autonomous Region have given active support and encouragement to the digitalization of university recruitment management. This initiative aims to improve the efficiency and quality of university recruitment by introducing advanced technical means, and provide strong human resources support for the long-term development of the university. First of all, higher level units through the introduction of relevant policies and measures to promote the digital process of university recruitment management. This includes encouraging universities to adopt electronic recruitment systems, automate job Posting, resume delivery, screening and notification, reduce human intervention, and improve the transparency and fairness of the recruitment process. Secondly, higher level units also actively promote the sharing and cooperation of recruitment information among universities. Through the establishment of a unified recruitment information platform, universities can share job information, candidate resources and recruitment experience, so as to optimize the efficiency of talent allocation in the entire education system. In addition, the higher authorities also pay attention to improving the digital management ability of the university recruitment team. Organize training and communication activities to enhance the familiarity and application of digital tools

for recruitment staff and ensure that they can make full use of digital means to optimize the recruitment process.

To sum up, the higher level units of the education system in Guangxi Autonomous Region have given firm support to the digitalization of university recruitment management. This initiative will help promote the modernization, standardization and efficiency of university recruitment management, and provide a strong guarantee for the sustainable development of the education system in Guangxi Autonomous Region.

The threat of recruitment management in human resource management in the digital era in universities in Guangxi

1. It is a severe practical problem that talented staff run off.

As an autonomous region in southwest China, Guangxi has rich natural resources and unique geographical position, but there is still a certain gap in economic development level compared with the eastern coastal areas. This uneven level of development has brought a series of challenges for local universities, especially in terms of capital investment and talent attraction. Due to the relatively slow economic growth, Guangxi's financial income is limited, which may lead to the deficiency in the allocation of educational resources in universities, and it is difficult to meet the modernization needs of teaching and research. For example, the renewal of laboratory facilities, the purchase of teaching equipment, and the support of scientific research projects may be restricted by the shortage of funds. These factors not only affect the educational quality and scientific research ability of universities, but also indirectly reduce the competitiveness of universities to attract outstanding talents. In addition, due to the disparity of economic development level, universities in Guangxi are facing greater pressure in talent competition. Excellent teachers and students tend to flow to the eastern coastal cities where the economy is more developed, the salary is higher, and the development space is larger.

To sum up, this phenomenon of talented staff running off not only weakens the faculty strength of universities in Guangxi, but also affects the overall planning of universities and the overall development of Guangxi, which may have a negative impact on the overall talent training and economic and social development of Guangxi.

2. As competition in the national education market intensifies, universities in Guangxi face greater pressure in recruitment management.

With the rapid development of China's higher education, the competition in the national education market has become increasingly fierce. This phenomenon is not only reflected in student enrollment, but also reflected in the competition between universities for teachers. For universities in Guangxi, this increased national competition has brought unprecedented challenges, especially in the recruitment management may face greater pressure. Due to the redistribution and optimization of educational resources across the country, excellent teachers and researchers have become valuable resources for universities to compete for. If Guangxi universities want to maintain their competitiveness in such a competitive environment, they must improve their recruitment management level to attract and retain outstanding talents. This means that universities in Guangxi need to optimize from many aspects such as salary, career development opportunities, and working environment to meet the expectations and needs of high-level talents. In addition, increased competition across the country may also lead to universities in Guangxi facing more competitive obstacles in the recruitment process. For example, some universities located in economically developed areas or with more resources may offer more attractive conditions to recruit talents, which is undoubtedly a huge challenge for universities in Guangxi, which is relatively remote geographically and relatively weak economically. Therefore, Guangxi universities need to improve their educational quality, scientific research ability and comprehensive reputation to make up for the geographical and economic deficiencies and enhance the competitiveness of recruitment.

To sum up, the intensified competition in the national education market has put forward higher requirements for the recruitment management of universities in Guangxi. Facing this challenge, universities in Guangxi need to continuously improve and innovate recruitment strategies to enhance their competitiveness, so as to attract high-quality educational talents in the fierce national education market. This is not only related to the quality of education and academic research ability of universities, but also the key factor for the sustainable development of universities in Guangxi.

Training and Development

The strength of training and development in human resource management in the digital era in universities in Guangxi

1. With the policy support of the Guangxi Department of Education, universities in Guangxi have developed a series of digital human resources training plans.

With the policy support of the Guangxi Department of Education, universities in Guangxi have developed a series of digital human resources training programs: In order to meet the development needs of the digital era, the Guangxi Department of Education actively promotes the digital transformation of human resources in universities. In this context, universities in Guangxi have received policy support and guidance to develop a series of training programs aimed at improving employees' digital skills and literacy. First of all, according to the policy requirements of the Department of Education, universities in Guangxi have clarified the objectives and contents of digital human resources training. These training programs cover a variety of fields such as data analysis, artificial intelligence, online teaching, and are designed to help employees master the basic knowledge and application capabilities of digital technologies. Secondly, the school has adopted a variety of training methods to implement these plans. In addition to organizing internal training, the school also invited experts and scholars in the industry to give lectures and seminars, providing employees with the opportunity to deeply understand and learn about digital technologies. In addition, employees are encouraged to take online courses and seminars so that they can be flexible in scheduling their study time and interacting with other learners. In order to ensure the smooth implementation of the training plan, universities in Guangxi have also established a corresponding evaluation and feedback mechanism. By collecting the learning results and feedback of employees on a regular basis, the school can adjust the training content and methods in time to improve the effectiveness and quality of training.

To sum up, with the policy support of the Guangxi Education Department, universities in Guangxi have developed a series of digital human resources training programs. These programs aim to enhance employees' digital skills and literacy to help them better adapt to the development needs of the digital age. Through a variety of training methods and evaluation mechanisms, the school is committed to

providing high-quality learning resources and support for staff to promote the digital transformation and long-term development of the school's human resources training and development.

The weakness of training and development in human resource management in the digital era in universities in Guangxi

1. The training mode of universities in Guangxi is single.

In terms of human resource training and development, some universities in Guangxi still rely on traditional training models, which are usually mainly taught in class and lack sufficient interaction and practice. This single training method is too outdated in the context of the digital age, and cannot meet the current rapidly changing education and training needs, especially in cultivating students' innovative ability and practical skills. The traditional training model often ignores the individual needs and differentiated development of students, and all students are required to adapt to the same teaching rhythm and content system. This method not only limits the potential of students, but also inhibits the enthusiasm of teachers to innovate teaching methods. In addition, the training content under the traditional model is often disconnected from the actual work scene, resulting in students facing greater pressure to adapt to the workplace after completing their studies. In order to improve the innovation and effectiveness of human resources training and development, universities in Guangxi need to actively explore and implement diversified training models.

To sum up, the problem of single training mode in human resources training and development in some universities in Guangxi restricts the innovation and effectiveness of education training. By introducing a variety of training methods and means, universities in Guangxi can better adapt to the educational needs of the digital age and train outstanding talents with more innovative spirit and practical ability for students and society.

2. Personalized training needs are not met.

In today's fast-moving era, personalized training needs are critical to the development of human resources. However, in some universities in Guangxi, due to various reasons, this personalized training demand has not been fully satisfied. This is mainly reflected in the following aspects: 1) Lack of specific training for different positions: employees in different positions need to master different skills and

knowledge. However, some universities in Guangxi may adopt a "one-size-fits-all" approach in the training process, and do not provide special training courses for employees in different positions. 2) Ignoring employees' personal development needs: Employees' personal development needs are diverse, and they may want more support and guidance in career planning, skill upgrading, etc. However, some universities in Guangxi may have overlooked these needs, resulting in employees not getting personalized training and development opportunities. 3) The training content is disconnected from the actual work: The training content should be closely combined with the actual work needs of employees to help them solve the problems and challenges in the work. However, the training content of some universities in Guangxi may be too theoretical, and there is a certain disconnect with the actual work scene of employees.

To sum up, some universities in Guangxi have certain deficiencies in meeting the needs of personalized training. In order to improve the effect and quality of training, schools need to actively explore and try new training models and methods to fully meet the personalized training needs of different employees and positions. Through these improvement measures, universities in Guangxi will be able to better enhance the quality and ability of human resources, and provide strong support for the long-term development of schools.

3. The training system is not perfect, and the integration of training resources is insufficient

In the current era of rapid development, the integration of human resources training system and resources in universities is very important to enhance the overall competitiveness of schools and adapt to market changes. However, some Guangxi universities have some problems in this respect, which are mainly manifested in the following aspects: 1) The training system is not perfect: Some Guangxi universities' training system is not perfect enough, lacking clear training objectives, plans and evaluation mechanisms. This can lead to training activities that lack direction, are difficult to measure, and fail to meet the actual needs of employees. 2) Scattered training resources: The training resources of some universities in Guangxi are scattered in different departments and institutions, which lacks unified management and coordination. This may lead to waste of resources, repeated training and other problems, affecting the effectiveness and efficiency of training. 3) Lack of external

cooperation and exchange: In some universities in Guangxi, the cooperation and exchange with external training institutions and enterprises are not sufficient. This may lead to schools unable to timely understand and introduce advanced training concepts and methods, limiting the breadth and depth of training.

To sum up, some universities in Guangxi have some problems in the training system and resource integration. In order to improve the effectiveness and quality of training, schools need to strengthen system construction, resource integration and cooperation and exchanges with external institutions. Through these improvement measures, universities in Guangxi will be able to better enhance the quality and ability of human resources, and provide strong support for the long-term development of schools.

The opportunity of training and development in human resource management in the digital era in universities in Guangxi

1. In the context of school-enterprise cooperation, universities in Guangxi establish teacher training bases in cooperative enterprises.

In order to improve the practical ability and teaching quality of teachers, Guangxi universities actively explore the mode of cooperation with enterprises. In this context, some universities and cooperative enterprises have jointly established teacher training bases to provide teachers with practical training and career development opportunities. 1) Jointly build training bases: universities in Guangxi and cooperative enterprises jointly select some representative enterprises as teacher training bases. These bases usually have advanced technical equipment, excellent management teams and rich industry experience, which can provide a good practice environment for teachers. 2) Practical training opportunities: In the training base, teachers have the opportunity to participate in the actual project of the enterprise and understand the operation mode, technology application and market dynamics of the enterprise. Through exchanges and cooperation with enterprise personnel, teachers can improve their practical ability and teaching level. 3) Career development support: universities in Guangxi and cooperative enterprises jointly formulate career development plans for teachers, and provide teachers with professional skills training, professional title evaluation and promotion opportunities. This helps to stimulate teachers' motivation and creativity, and improve their career satisfaction and loyalty. 4) Resource sharing: Universities and cooperative enterprises

in Guangxi can share resources and jointly develop teaching content and curriculum system. Enterprises can provide schools with practical cases, project experience and technical support to help schools improve teaching quality and scientific research.

To sum up, in the context of school-enterprise cooperation, universities in Guangxi have established teacher training bases with cooperative enterprises to provide teachers with abundant practical training opportunities and career development support. This mode of cooperation is conducive to improving teachers' practical ability and teaching quality, promoting resource sharing and cooperation between universities and enterprises in Guangxi, and promoting the training and development of human resources in universities and colleges in Guangxi.. The strong demand of digital market provides a broad market space for human resources training and development for universities in Guangxi.

2. The strong demand of digital market provides a broad market space for human resources training and development for universities in Guangxi.

With the wide application of digital technology and the deepening of digital transformation, enterprises have an increasingly strong demand for talents with digital skills. This trend provides a broad market space and development opportunity for the human resources training and development of universities in Guangxi. 1) Training course development: Universities in Guangxi can develop a series of training courses for digital skills and knowledge according to market demand. These courses can cover a wide range of areas such as data analytics, artificial intelligence, and online teaching to help students and staff improve their digital skills. 2) Online learning platform: Universities in Guangxi can make use of existing online education resources to build an online learning platform to provide digital skills training for a wider range of students and in-service personnel. Through online learning platforms, schools can break through geographical restrictions and attract more students and on-the-job personnel to participate in training. 3) International exchange and cooperation: Universities in Guangxi can actively seek cooperation with well-known foreign universities and institutions to introduce international advanced concepts and methods of digital talent training. Through international exchanges and cooperation, the school can improve its teaching quality and scientific research level, and provide students with broader development opportunities.

To sum up, with the wide application of digital technology and the growing demand for digital talents, universities in Guangxi are faced with a huge market space for human resources training and development. By cooperating with enterprises, updating course content, strengthening vocational skills training and providing lifelong learning platform, universities in Guangxi can effectively seize this opportunity and provide broad market space and development opportunities for human resources training and development.

The threat of training and development in human resource management in the digital era in universities in Guangxi

1. The uneven strength of teachers in universities in Guangxi affects the quality of training and development.

In the field of human resources training and development, teacher strength is one of the key factors to ensure the quality of training. However, in Guangxi universities, the uneven distribution of teachers has a certain impact on the quality of training and development. 1) Unreasonable teaching structure: The teaching structure of some universities in Guangxi is not reasonable enough, lacking teachers with rich practical experience and industry background. This makes it difficult for schools to provide teachers with practical guidance ability when carrying out practical training projects, which affects the effect of training. 2) Mismatch between training demand and teacher ability: With the continuous development of digital technology, the market training demand for relevant skills is increasing. However, some teachers in universities in Guangxi have insufficient knowledge and skills in the field of digitalization, which is difficult to meet the training needs, which affects the quality and effect of training. 3) Imperfect teacher training mechanism: In some universities in Guangxi, the teacher training and development mechanism is not perfect enough, and there is a lack of targeted training plans and opportunities. This leads to teachers' professional ability and teaching level can not be effectively improved, and then affects the quality of training and development.

To sum up, there are some problems in the faculty of Guangxi universities, which affect the quality of training and development. In order to improve this situation, schools need to optimize the structure of teachers, strengthen teacher training and establish a teacher development mechanism. Through these improvement measures, universities in Guangxi will be able to improve the level of teachers and provide higher quality training and development services for faculty and staff.

Performance Evaluation

The strength of performance evaluation in human resource management in the digital era in universities in Guangxi

1. Universities in Guangxi carry out the work of diagnosis and improvement of teachers, and promote the digital performance management of universities to be more scientific and standardized.

In the process of performance management, universities in Guangxi not only actively respond to the requirements of national education reform, but also implement a series of specific measures to ensure the scientific and effective teacher performance management system. These measures include the establishment and improvement of teacher performance evaluation standards, the introduction of 360-degree feedback mechanism, and the strengthening of management and quality control of teaching and scientific research results. Through these efforts, universities in Guangxi have achieved remarkable results in improving management, teaching quality and scientific research level. As a leading institution in education and scientific research, universities in Guangxi have a good accumulation and foundation in digital technology, which provides technical support for performance management in the digital age. With the development of big data, cloud computing, artificial intelligence and other technologies, universities in Guangxi have begun to use these advanced technologies to optimize performance management processes. For example, by establishing a digital performance management system, universities can collect and analyze data on teachers' teaching activities, scientific research results and social services in real time, so as to evaluate teachers' work performance more accurately. In addition, the introduction of digital technology has also made performance feedback more timely and transparent, helping to stimulate teachers' motivation and creativity.

To sum up, under the guidance of the policies of China and Guangxi, universities in Guangxi continuously improve the level of teacher performance management through the implementation of consultation and reform work and the use of digital technology. These measures not only improve the quality of teachers' work, but also play a positive role in enhancing the overall competitiveness of human resources in universities in Guangxi.

2. Universities in Guangxi attach great importance to digital performance management, and some universities have special funds.

Under the background of the current information age, universities in Guangxi fully realize that the traditional performance management method is difficult to meet the needs of modern education development. Therefore, these universities actively embrace digital transformation and regard digital performance management as an important means to improve management efficiency and quality. In this process, the university not only invested special funds to purchase and maintain advanced performance management systems, but also partnered with third-party institutions to introduce independent performance appraisal services. Through paid third-party performance appraisal, universities in Guangxi can obtain more objective and professional evaluation results. Relying on their professional capabilities and independent perspectives, third-party institutions can provide universities with accurate performance data analysis, help schools better identify strengths and weaknesses, and formulate targeted improvement measures. In addition, the introduction of third-party assessments has increased the transparency of performance evaluations, helping to build trust among teachers, students and other stakeholders. At the same time, the purchase of a professional performance management system is also crucial to improve the efficiency and effectiveness of performance management. These systems often automate data collection, processing, and analysis to help managers monitor performance in real time, identify problems, and make adjustments. In addition, digital performance management systems can provide personalized reports and feedback, giving teachers a clear picture of their performance and direction of improvement.

To sum up, universities in Guangxi have strengthened the implementation of digital performance management through special funds and special investment, ensured the fairness and justice of performance evaluation, and improved the management effect. This not only helps to improve teachers' work enthusiasm and teaching quality, but also creates a better management environment for administrators, and plays a positive role in promoting the overall level of human resource management in universities and colleges in Guangxi.

The weakness of performance evaluation in human resource management in the digital era in universities in Guangxi

1. Some administrators and teachers do not cooperate with digital performance management.

In Guangxi universities, some older administrators and teachers do not cooperate with digital performance management because of their lack of digital ability. This situation has affected the implementation and effect of performance management reform to a certain extent. These administrators and teachers may have accumulated rich experience and knowledge in long-term educational practice, but they may not be skilled in the application of information technology, and they may feel unfamiliar or even repelled by emerging digital tools and platforms.

To sum up, this lack of digital ability not only limits their personal development in their professional lives, but also poses an obstacle to the digital transformation of the school as a whole. Due to their important position in school management and teaching work, their non-cooperation may lead to the promotion and application of digital performance management system is blocked, affecting the optimization and upgrading of the entire school performance management system.

2. Administrators cannot be absolutely fair in the performance appraisal process.

In the performance management process of some universities in Guangxi, although human resource managers are committed to the objectivity and fairness of performance assessment, in actual operation, the influence of individual subjective consciousness cannot be completely excluded, so it is difficult to achieve absolute fairness. In the long run, the binding force of the evaluation scheme has become less and less, and gradually it has become useless. Performance appraisal is a complicated process, which involves the evaluation of the work performance of teachers and staff, including teaching quality, scientific research results, service attitude and many other aspects. In this process, human resource managers need to evaluate each person's performance according to established standards and indicators. However, there may be some ambiguity in the evaluation criteria and the human resources department's different familiarity with the specific work content, which may lead to subjective differences in the understanding and judgment of certain performance. In addition, the personal experience, values and emotional

factors of human resource managers may also unconsciously affect the results of performance appraisal. For example, different administrators may have different evaluations and preferences for a particular teacher's teaching style or work attitude. Although the existence of such subjectivity is inevitable to a certain extent, it may affect the fairness of performance appraisal.

To sum up, some universities in Guangxi are indeed faced with the challenge that human resource managers cannot be absolutely fair in the process of performance management. In order to improve the fairness and objectivity of performance appraisal, these universities are constantly exploring and practicing new performance management methods and tools, and strive to provide a more fair and transparent working environment for faculty and staff.

The opportunity of performance evaluation in human resource management in the digital era in universities in Guangxi

1. The state and Guangxi government have provided a good external environment for the digital transformation of university performance management.

In the context of the current information and digital era, the national and local governments attach great importance to the digital transformation in the field of education, and have given active policy support to the management innovation of universities, especially the digital transformation of performance management. This kind of support is reflected in many levels and provides a good external environment for the reform and development of universities. First of all, a series of policy documents have been issued at the national level, clearly proposing to accelerate the pace of education informatization and promote the digitization of university management and teaching. These policies not only provide top-level design and development direction for universities, but also are often accompanied by corresponding financial support, providing the necessary economic foundation for the digital transformation of universities. Secondly, local governments have also formulated specific implementation plans and support measures according to the guidance of central policies and local actual conditions. These measures may include providing special funds, tax incentives, technical guidance, etc., to help universities solve various problems encountered in the process of digital transformation. In addition, the national and local governments also encourage universities to cooperate with enterprises, scientific research institutions and other social forces to

jointly promote the development and application of digital technologies. This cross-border cooperation mode helps universities to absorb advanced technology and management experience, and improve the scientificity and efficiency of performance management.

To sum up, the policy support of the national and local governments provides a strong guarantee for the digital transformation of performance management in universities in Guangxi. This not only helps to improve the management quality and teaching level of universities, but also creates better conditions for the career development of faculty and staff. With the continuous promotion of policies and the continuous progress of technology, the digital transformation of universities in Guangxi will continue to deepen, and inject new vitality into the digital development of performance management in universities in Guangxi.

2. As technology continues to improve and innovate, there are more performance evaluation tools and methods to choose from.

The continuous improvement and innovation of technology has had a profound impact on all walks of life in the current era, especially in the field of higher education. With the continuous development and maturity of cutting-edge technologies such as big data, artificial intelligence (AI) and cloud computing, universities in Guangxi have the opportunity to introduce more advanced performance management tools and methods, thereby improving the efficiency and accuracy of performance management. The application of big data technology can help universities in Guangxi collect and analyze a large amount of data from different sources, including but not limited to teaching activities, academic research, financial management and human resource management. Through in-depth mining and intelligent analysis of these data, college administrators can obtain more accurate performance evaluation results, identify strengths and weaknesses, and provide personalized development suggestions and improvement measures for administrators and teachers. In addition, big data analysis can also help universities predict future educational trends and set more forward-looking performance goals. Advances in artificial intelligence technology are also revolutionizing performance management. AI can be applied to automated data analysis processes, reducing the workload of managers and improving the speed and quality of data processing. For

example, natural language processing (NLP) technology can be used to automatically analyze the satisfaction of managers and teachers, extracting key information and providing timely feedback to managers. Cloud computing, as a technology that can provide flexible computing resources, allows universities to avoid investing a lot of money in building and maintaining complex IT infrastructure. By using cloud services, universities can easily deploy and upgrade performance management systems, ensuring system reliability and security while reducing operational costs.

To sum up, with the continuous improvement and innovation of technology, universities in Guangxi can improve the efficiency and accuracy of performance management by introducing more advanced performance management tools and methods. This not only helps to improve the efficiency of performance management, but also provides better human resource management services for administrators and teachers, and further promotes the development of human resource management in the digital age of universities in Guangxi.

The threat of performance evaluation in human resource management in the digital era in universities in Guangxi

1. Digital performance management has the risk of information leakage.

In the implementation of digital human resource performance management, universities in Guangxi often need to collect, store and process a large amount of personal information and sensitive data, including staff performance evaluation, salary information, work performance and performance indicators. Once these data is leaked or illegally obtained, it may not only violate personal privacy, but also cause serious damage to the public image of universities, and may even lead to legal proceedings and huge compensation, which brings non-negligible risks to universities. In order to prevent this risk, universities in Guangxi need to take a series of measures to strengthen data security. First of all, universities should establish a strict data management system, clarify the standardized process of data collection, storage, processing and transmission, and ensure that each step has corresponding security protection measures. For example, encrypt sensitive data, restrict access, and conduct regular security audits. Second, universities should introduce advanced security technologies such as firewalls, intrusion detection systems and virus protection software to defend against external attacks and internal threats. At the same time, universities should also regularly conduct data security awareness training

for employees to raise their awareness of the importance of protecting personal information and school data. In addition, universities need to develop emergency plans so that they can respond quickly when a data breach occurs. This includes immediately isolating the affected systems, assessing the severity of the breach, notifying affected individuals and relevant authorities, and taking the necessary remedial action.

To sum up, in the face of the risk of performance management information leakage in the process of digital transformation, universities in Guangxi need to build a comprehensive data security protection system from the aspects of system construction, technical support and emergency response. In this way, we can ensure the smooth operation of the performance management system and protect the reputation and legitimate rights and interests of universities.

Salary and Benefits Management

The strength of salary and benefits management in human resource management in the digital era in universities in Guangxi

1. Universities in Guangxi have formulated performance pay plans according to their respective university strategic goals.

The universities in Guangxi fully consider their respective strategic objectives and the actual situation of the schools when formulating the performance pay scheme. Due to the different development history, resource conditions, discipline characteristics and future planning of each university, they will focus on the design of performance pay system to ensure the practicability and effectiveness of the program. Most universities in Guangxi will first clarify their own development positioning and long-term goals when formulating performance pay plans. For example, some universities may focus on improving the level of academic research, while others may pay more attention to teaching quality and student training. Based on these different strategic priorities, universities will design corresponding performance indicators and incentive mechanisms. In practice, universities in Guangxi usually adopt a diversified performance evaluation system, which not only includes traditional fields such as teaching, scientific research and social service, but also may involve emerging fields such as internationalization degree, campus culture construction and industry-university-research cooperation. Such a design helps to fully evaluate the performance of teachers and staff, while also motivating them to

realize their potential in multiple aspects and jointly promote the development of the school. In addition, universities in Guangxi will also take into account the psychological acceptance and incentive effect of teachers and employees when formulating performance-based pay schemes. This means that the program design needs to balance rationality and humanization, not only to fully reflect the differences in work performance, but also to avoid excessive competition and pressure, and create a harmonious working environment.

To sum up, according to their respective strategic goals and actual situations, Guangxi universities have formulated performance pay programs that meet their own characteristics. These programs aim to mobilize the enthusiasm of teachers and staff through reasonable incentive mechanisms, promote the development of the school in teaching, scientific research, social services and other fields, and ultimately achieve the long-term development goals of the school.

2. Universities in Guangxi usually have a stable and standardized salary system.

A stable compensation system is crucial for faculty and staff because it directly relates to their quality of life and family stability. When faculty members know that they will receive a steady reward for their efforts and contributions, they are more likely to invest in long-term career development plans that enhance their teaching and research capabilities. In addition, this stability also helps to safeguard the long-term interests of faculty members, especially in the face of economic fluctuations or industry changes, a stable compensation system can provide a safety net. In Guangxi universities, this stable salary system is usually carefully designed and strictly managed. The school will formulate a reasonable salary scale and adjustment mechanism according to the national and local education policies, combined with the actual situation and development goals of the school. These standards and mechanisms are regularly evaluated and revised to ensure that they can adapt to market changes and evolving school needs.

To sum up, the stable salary system of universities in Guangxi provides the basic salary guarantee for the faculty and staff. This stability not only helps to maintain the long-term interests of the faculty and staff, but also promotes the harmonious development and personnel training of the university. By creating a stable working environment for faculty and staff, Guangxi universities can attract and

retain outstanding educational talents, thereby improving the overall human resource management level of the school.

3. The digital salary system of universities in Guangxi can improve the efficiency and effect of salary management.

In universities in Guangxi, the digital reform of salary payment has become a general trend. By adopting the digital salary platform, universities in Guangxi not only improve the efficiency of salary and welfare management, but also effectively reduce human errors, thus ensuring the accuracy and timeliness of salary payment. The introduction of digital salary platform makes the process of collecting, calculating and issuing salary data automatic. This kind of platform usually has a strong data processing ability, and can quickly and accurately calculate the performance salary, post salary, allowances and other compensation benefits of teachers and employees. At the same time, the platform can also automatically check the withholding of personal income tax, social insurance premiums and other payments to ensure that the payment of salaries meets the requirements of relevant laws and regulations. Through the digital wage platform, the human resource management department of universities in Guangxi can monitor the progress and status of salary payment in real time, and find and solve possible problems in time. In addition, the platform also provides rich data analysis functions to help universities better understand the expenditure of salaries and benefits, and provide a scientific basis for formulating and adjusting salary policies. For faculty and staff, the digital payroll platform also brings a lot of convenience. They can check their salary information anytime and anywhere through mobile phones, computers and other devices, including basic salary, performance bonus, welfare benefits and other details. This transparent approach to pay management helps to increase teachers' and staff's trust and satisfaction with the school's pay system.

To sum up, universities in Guangxi have effectively improved the efficiency and accuracy of salary and welfare management by adopting a digital salary platform for salary payment. This digital reform not only reduces the workload of the human resource management department and the financial department, but also provides all staff with more convenient and transparent compensation services, which helps to promote the overall development of the human resource management of the school.

The weakness of salary and benefits management in human resource management in the digital era in universities in Guangxi

1. The salary and welfare incentive mechanism of universities in Guangxi is not perfect.

Some universities in Guangxi have adopted a fixed salary model, which is stable but needs further improvement in today's changing educational environment. The fixed salary model means that the staff's income is mainly composed of basic salary and fixed allowance, and less consideration is given to individual work performance and contribution differences, which reduces the incentive effect on the staff to a certain extent. The problem with the fixed pay model is that it may not fully reflect the efforts and results of the faculty. For those teachers and staff who perform well in teaching, research, social services, etc., if they are not rewarded financially for their extra efforts and achievements, it may lead to a setback in their motivation. In the long run, this compensation model may affect the staff's work enthusiasm and innovation ability, and then affect the overall competitiveness and development of universities. In addition, fixed salary model may also lead to low efficiency of resource allocation. Due to the disconnection between salary and job performance, it may be difficult for universities to stimulate the work potential of faculty and staff, resulting in the waste of human resources. At the same time, this model may also make universities lack flexibility in salary adjustment, and it is difficult to adjust the salary structure in a timely manner according to market changes and the actual needs of schools, so as to attract and retain outstanding talents.

To sum up, universities in Guangxi are trying to change from a single fixed salary model to a more flexible and diversified salary system to better motivate staff and promote the long-term development of universities.

2. The salary and welfare structure of universities in Guangxi is unreasonable.

The salary and welfare structure of some universities in Guangxi is unreasonable. They are as follows: 1) Single composition of salary: The salary structure of universities in Guangxi may be too dependent on basic salary, and lack of dynamic adjustment mechanism closely related to individual performance, market changes and work contribution. This single salary structure can not well reflect the staff's work performance and ability differences, which reduces the incentive effect.

2) Low proportion of performance salary: Performance salary is an important part of motivating staff to work actively, but in some universities, this part of salary accounts for a small proportion of the overall salary, resulting in the enthusiasm of excellent staff can not be fully mobilized. 3) Unclear salary growth mechanism: Staff salary growth may be too dependent on fixed promotion channels, and lack a flexible adjustment mechanism according to individual abilities, market demand and the financial situation of the school. 4) Insufficient response to market demand: the salary system of universities may not fully consider the changes in market demand for specific majors or skills, which makes the salary level unable to maintain competitiveness with the market, and it is difficult to attract and retain talents in key fields. 5) The influence of financial status is not obvious: the financial status of the school may not have an obvious impact on the salary growth of the faculty and staff. Even if the school has a good financial income, the salary growth of the faculty and staff may not be guaranteed.

To sum up, the salary and welfare structure of universities in Guangxi needs to be adjusted to its rationality, and a more clear and flexible salary and welfare structure can be built, which can not only motivate faculty and staff to work actively, but also maintain the competitiveness of universities in the talent market, so as to promote the long-term development of universities.

The opportunity of salary and benefits management in human resource management in the digital era in universities in Guangxi

1. Guangxi Government attaches great importance to the construction of informatization infrastructure in universities

The operation of resource management information system provides a solid physical foundation. In addition, these universities are also equipped with efficient printers, scanners and other office equipment in order to efficiently process various types of documents related to human resources. Secondly, universities in Guangxi pay attention to the development and application of software systems. Many universities have adopted advanced human resource management software, which covers multiple human resource management modules such as recruitment, training, attendance and salary. Through these software, universities can realize the centralized management and quick inquiry of human resource information, improve the work efficiency and data accuracy. In addition, Guangxi universities also show

strong system integration ability in human resource information management. Schools usually integrate the human resource management system with other related systems (such as educational administration system, financial system, etc.) to form a unified information platform. This integration not only improves the consistency and reliability of data, but also provides more comprehensive data support for university decision-making.

To sum up, in recent years, Guangxi universities have made some achievements in the construction of human resource management information infrastructure. These achievements are not only reflected in the improvement of hardware facilities and the application of software systems, but also include the improvement of system integration capabilities and the emphasis on data security and privacy protection. The comprehensive development of these aspects provides a strong support for the human resources management of universities in Guangxi, and helps to improve the overall operating efficiency and competitiveness of schools.

The threat of salary and benefits management in human resource management in the digital era in universities in Guangxi

1. The maintenance of wage system in universities and colleges in Guangxi will affect work efficiency.

There are some challenges in the implementation of digital wage system in universities in Guangxi. Since the systems adopted by each university may come from different vendors, there may be differences in system functions, operating interfaces and usage processes. This disjointed approach to system buying has led to some problems. First of all, when universities encounter system problems, because the design and maintenance of the system is the responsibility of external enterprise technicians, college administrators often cannot directly solve these problems. This leads to a delay in dealing with the problem, as you wait for outside technicians to intervene and assist. This dependence on external technical support will undoubtedly affect the work efficiency of universities, especially during key periods such as salary payment. Secondly, due to the diversity of system sources, universities may also face difficulties in data exchange and sharing. Compatibility problems between different systems may lead to poor data transmission, which in turn affects cooperation and exchanges between universities. In addition, the non-uniformity of the system may also bring additional training costs to the human resource

management departments of universities, because they need to be familiar with and master several different systems.

To sum up, there are some challenges in the implementation of the digital wage system in Guangxi universities, especially the efficiency problems caused by system disunity. However, by taking reasonable measures, such as choosing a stable and reliable system, strengthening cooperation with suppliers, and establishing a unified data platform, universities in Guangxi are expected to overcome these challenges and realize the efficient operation of the digital payroll system.

2. Guangxi university salary system information security and privacy need special attention.

In the process of digital transformation, the security and privacy of payroll system data have become a major challenge. Once the leakage of payroll and benefit management information and data occurs, it will bring reputation and legal risks to universities in Guangxi. With the digital storage and network transmission of salary management information, the risk of data leakage is increasing, which is a problem that cannot be ignored for universities. Once the data leakage of salary and benefit management information occurs, it may bring many negative impacts to universities in Guangxi. First, the reputation of the school may be seriously damaged. In the eyes of the public, the school should be able to protect its staff's personal information from being leaked, and once a leak occurs, people may cast doubt on the school's management ability, thereby affecting the school's credibility and social image. Second, universities may face legal risks. According to relevant laws and regulations, the university is obliged to protect the security of staff's personal information, and if information is leaked due to mismanagement, the university may face legal liabilities, including administrative penalties and civil compensation. This will not only bring economic losses to the school, but also may affect the normal operation of the school.

To sum up, in the process of digital transformation, universities in Guangxi need to attach great importance to the information security of the wage system. By adopting effective technical measures, strengthening education and training, and establishing emergency response mechanisms, schools can reduce the risk of data breaches and ensure the security and privacy of compensation and benefits management information. This will help improve the management level and

competitiveness of the university and lay a solid foundation for the long-term development of the university.

Employee Relations Management

The strength of employee relations management in human resource management in the digital era in universities in Guangxi

1. Universities in Guangxi can digitally handle the procedures of entry, resignation and secondment, which is convenient and fast.

Guangxi university human resource information system has a significant advantage in improving management efficiency and service quality. Through this system, the faculty and staff can easily handle the on-board, demission, secondment and other procedures online, greatly simplifying the traditional paper process, saving a lot of time and energy. First of all, for new faculty members, the online induction process provides them with great convenience. They do not need to queue up to submit materials in person to the human resources department, only need to upload relevant documents through the system, such as ID cards, academic certificates, etc., to complete the entry registration. In addition, the system can automatically generate identity certificates such as work cards and access cards for new employees, further simplifying the on-boarding process. Secondly, the human resources information system of Guangxi University also provides the function of online processing for the resignation procedures. Staff can submit a resignation application through the system, and complete the relevant procedures online, such as handover work, return assets, etc. This avoids the tedious process of filling in paper materials and approving them step by step, making the separation process can be completed more quickly. In addition, secondment procedures can also be handled online through the Guangxi University Human Resources Information System. When staff are seconded to another department or school due to work requirements, they can fill out the secondment application form in the system and attach the relevant approval documents. In this way, the secondment process becomes more transparent and efficient, which is conducive to the reasonable allocation and management of human resources in the school. It is worth mentioning that Guangxi university human resources information system also has powerful data management and analysis functions. The school can unified management of the information of the staff through the system, including basic information, work

experience, training records, etc. These data can not only provide strong support for the decision of the school, but also help the school to find potential talent resources and provide guarantee for the long-term development of the school.

To sum up, Guangxi university human resources information system has significant advantages in handling the procedures of entry, resignation and secondment. Through the online operation mode, the staff can easily and quickly complete the relevant procedures, improve the work efficiency and service quality. At the same time, the data management and analysis function of the system also provides a strong support for the human resources management of the school. With the continuous development of information technology, the human resources information system of Guangxi university will continue to optimize and upgrade, and inject new vitality into the development of the university.

The weakness of employee relations management in human resource management in the digital era in universities in Guangxi

1. Some universities may still stay in the traditional employee relationship management mode, which is difficult to adapt to the digital trend.

In universities in Guangxi, the pace of digital transformation is not consistent, which leads to the differences in employee relationship management models among different universities. Some universities have quickly adapted to and promoted the trend of digitalization by introducing advanced digital payroll systems, human resource management software and other tools to improve management efficiency and service levels. These universities are often able to deal with employee relations issues more quickly, achieve transparency and automate processes. However, some universities may remain stuck in the traditional employee relationship management model, relying on paper documents, face-to-face communication and manual handling of various matters. This model is not only inefficient, but also difficult to adapt to the current trend of digital development. For these universities, to improve the quality and efficiency of employee relationship management, there is an urgent need to accelerate the pace of digital transformation.

To sum up, universities in Guangxi are not at the same pace in digital transformation. In order to adapt to the digital trend and improve the efficiency and quality of employee relationship management, universities need to accelerate the pace of digital transformation, introduce advanced digital tools and solutions, and

strengthen staff training and technical support. Through these measures, universities in Guangxi will be able to better cope with the challenges of the digital age and realize the modernization and intelligence of employee relationship management.

2. Most university employees in Guangxi have not adopted digital means to sign labor contracts.

In the current digital trend, the electronic signing of labor contracts has become an efficient and environmentally friendly way. However, in most universities in Guangxi, employees still rely on the traditional paper way to sign labor contracts, which affects the improvement of work efficiency to a certain extent. First of all, the signing of paper labor contracts needs to go through many links, such as printing, signing, sealing, filing and so on. These processes are not only time-consuming, but also error-prone. For example, if there are errors in the contents of the contract, it is necessary to reprint and start the process of signing and sealing all over again. This not only wastes a lot of paper and other office resources, but can also lead to delays in work schedules. Secondly, there are some difficulties in the management of paper labor contracts. As the number of employees increases, schools need to keep a paper contract for each employee. This not only takes up a lot of storage space, but also makes it inconvenient to find and update contracts. In addition, the security of paper contracts is also a potential problem. In the event of a fire or other disaster, the contract may be lost or damaged.

To sum up, university employees in Guangxi temporarily cannot use digital means to sign labor contracts, which is not conducive to the improvement of work efficiency. By introducing an electronic labor contract system, schools can streamline the signing process, improve administrative efficiency and protect the security of contracts. This will help to improve the human resource management level of the school and provide strong support for the long-term development of the school.

The opportunity of employee relations management in human resource management in the digital era in universities in Guangxi

1. China's policies guide and support university employee relationship management.

In the current wave of digital transformation, the governments of China and Guangxi have given strong policy support to the digital transformation and employee relationship management of universities, providing a good development environment

for universities. These policies aim to promote universities to accelerate the digitization process, improve management efficiency and service quality, so as to better adapt to the development needs of The Times. First of all, the Chinese government has issued a series of policies and guidelines at the national level to encourage universities to strengthen information construction. For example, the Ministry of Education of China has issued the Ten-year Development Plan for Education Informatization, which clearly proposes to promote the deep integration of education informatization and education modernization, accelerate the construction of education informatization infrastructure, and promote the digitization, networking and intelligence of education resources. These policies provide clear direction and goals for the digital transformation of universities. Secondly, the Guangxi government has also formulated a series of specific measures to support the digital construction of local universities. For example, the Guangxi Department of Education issued the Implementation Opinions on Accelerating the Construction of Informatization in universities, proposing to strengthen the construction of informatization infrastructure in universities, promote the application of informatization in education, teaching and management services, and improve the level of digital management in universities. These measures have provided strong support for the digital transformation of universities in Guangxi. In the aspect of employee relations management, the government also gives certain policy support. For example, the Ministry of Human Resources and Social Security issued the Opinions on Strengthening and Improving the Personnel Management Work of public institutions, which clearly proposed to promote the standardization, scientific and informatization of personnel management work of public institutions. This provides guidance and support for universities to optimize employee relationship management. In addition, the government also provides support through capital investment, technology research and development and personnel training. For example, the government has set up a special fund to support digital construction projects in universities. Encourage universities and enterprises to cooperate in the research and development of digital technologies and products suitable for the education industry; Strengthen the training of digital talents to provide talent security for the digital transformation of universities.

To sum up, the Chinese and Guangxi governments have given policy support to digital transformation and university employee relationship management,

providing a good development environment for universities. These policies not only provide direction and goals for the digital transformation of universities, but also provide strong support for optimizing employee relationship management. With the support of the government, universities in Guangxi will be able to better meet the challenges of the digital age and modernize education, teaching and management services.

The threat of employee relations management in human resource management in the digital era in universities in Guangxi

1. Diversity of employee expectations and needs.

With the development of The Times, the expectations and demands of the staff in universities in Guangxi are increasingly diversified, which brings new challenges to the human resource management of the schools. In order to better meet the needs of employees, universities need to constantly adjust and optimize employee relationship management strategies to provide more personalized and accurate services. First, employees' values and work concepts have changed significantly. The new generation of employees are more focused on personal development and professional growth, and they expect schools to provide more training and development opportunities to help them upgrade their skills and expand their career paths. Therefore, universities need to strengthen training and development support for employees in employee relationship management, and provide them with personalized career planning and development paths. Second, employees have higher expectations for work-life balance. They want the school to offer flexible working hours and telecommuting opportunities to better take care of their family and personal lives. This requires universities to pay attention to the work-life balance of employees in employee relationship management, and to meet the needs of employees by formulating flexible work policies and providing corresponding support measures. In addition, employees' expectations for compensation and benefits are increasingly diverse. In addition to the basic salary package, employees also pay attention to other benefits, such as health insurance, pension, paid vacation, etc. This requires universities to fully consider the needs and expectations of employees when formulating compensation and welfare policies, and provide competitive and attractive welfare programs.

To sum up, with the development of The Times, the expectations and needs of employees in universities in Guangxi are increasingly diverse. In order to cope with this challenge, universities need to constantly adjust and optimize employee relationship management strategies to meet the needs of employees. By taking the above measures, universities in Guangxi will be able to better attract and retain outstanding talents and enhance the core competitiveness of schools.

2. Employee relationship management involves many laws, regulations and regulatory requirements.

In order to ensure the legality and compliance of management behavior, universities in Guangxi must strengthen the awareness of compliance, strictly abide by relevant laws and regulations, and establish a sound internal supervision mechanism. First of all, employee relationship management involves many laws and regulations, including labor law, labor contract law, social insurance law, etc. These laws and regulations provide strong legal support for the protection of employees' rights and interests, and also set a clear legal framework for the school's management behavior. Universities in Guangxi need to deeply understand and accurately grasp the provisions of these laws and regulations to ensure that all behaviors in employee relationship management meet the legal requirements. Secondly, the regulatory pressure is also an important factor that universities in Guangxi need to pay attention to. Human resources and social security departments at all levels supervise and inspect the employee relationship management of universities to ensure that the university complies with relevant laws and regulations and protects the legitimate rights and interests of employees. Universities in Guangxi need to actively cooperate with the work of the regulatory authorities, accept supervision and inspection, and rectify the existing problems in a timely manner.

To sum up, universities in Guangxi are faced with many laws, regulations and regulatory pressures in employee relationship management. In order to ensure the legality and compliance of management behavior, the school must strengthen the awareness of compliance, strictly abide by relevant laws and regulations, and establish a sound internal supervision mechanism. By strengthening publicity and education, improving internal management systems, strengthening communication and cooperation with regulatory authorities, and establishing risk prevention and control mechanisms, universities in Guangxi will be able to better cope with the

pressure of laws and regulations and supervision, and promote the standardization and legalization of employee relationship management. Compliance awareness to ensure the legality and compliance of management actions.

3. Low employee engagement and identity

In the digital employee relationship management of universities in Guangxi, it is an urgent problem to improve employee participation and identity. The active involvement of staff is vital to the development of the school, which promotes productivity, team cohesion and employee satisfaction. Firstly, universities in Guangxi can improve employee participation by establishing open communication channels. For example, platforms such as internal forums and suggestion boxes can be used to encourage suggestions and feedback from employees. In this way, employees can be involved in the decision-making process of the school and provide their own views and opinions on various tasks. At the same time, schools should also respond to staff feedback in a timely manner, so that they feel that their opinions are valued and taken into account. Secondly, regular employee satisfaction survey is also an effective means to improve employee participation. Through the form of questionnaires, the school can understand the opinions and suggestions of employees on the working environment, welfare benefits, career development and other aspects. According to the results of the survey, the school can take corresponding measures to improve the sense of identity and belonging of the staff. In addition, universities in Guangxi can also improve employee participation through training and education. For example, training courses on digital management can be organized to help employees acquire relevant knowledge and skills. This not only enhances staff's ability to work, but also enhances their support and buy-in for the digital transformation of the school.

To sum up, in the digital employee relationship management of universities in Guangxi, improving employee participation and sense of identity is a problem that needs attention. By establishing open communication channels, conducting regular satisfaction surveys, strengthening training and education, and establishing incentive mechanisms, schools can effectively solve this problem. This will help to enhance staff efficiency and satisfaction, laying a solid foundation for the long-term development of the school.

In conclusion, by analyzing the SWOT of 6 variables in human resource management in the digital era for Guangxi universities, according to the third part of the questionnaire, it is known that The SWOT analysis result of human resource management in the digital era of universities in Guangxi is as table 4.9. Therefore, according to the result of SWOT analysis, the researchers integrated and analyzed the outline of the human resource management in the digital era for Guangxi universities strategies as following table 4.10.

Table 4.9 Analysis result of the SWOT of human resource management in the digital era in universities in Guangxi

S	W
<p>Human Resource Planning</p> <ol style="list-style-type: none"> 1.Universities in Guangxi attach great importance to digital human resource planning. 2.There are rich human resources data resources of universities in Guangxi. 	<p>Human Resource Planning</p> <ol style="list-style-type: none"> 1.The educational resources of universities in Guangxi are not rich enough. 2.The human resource management system of universities in Guangxi is defective.
<p>Recruitment Management</p> <ol style="list-style-type: none"> 1.Universities in Guangxi set up reasonable recruitment plans. 2.Recruitment platform has a high penetration rate in universities in Guangxi. 3.Universities in Guangxi have standardized recruitment procedures and systems. 	<p>Recruitment Management</p> <ol style="list-style-type: none"> 1. The policy of attracting high-level talents in universities in Guangxi is not perfect. 2. College human resource managers in Guangxi are weak in digital technology for recruitment management.
<p>Training and Development</p> <ol style="list-style-type: none"> 1.Universities in Guangxi have developed a series of digital human resources training plans. 	<p>Training and Development</p> <ol style="list-style-type: none"> 1. The training mode of universities in Guangxi is single. 2. Personalized training needs are not met. 3.The training system is not perfect, and the integration of training resources is insufficient

Table 4.9 (Continued)

S	W
<p>Performance Evaluation</p> <p>1. Universities in Guangxi carry out the work of diagnosis and improvement of teachers</p> <p>2. Some universities have special funds on performance evaluation.</p>	<p>Performance Evaluation</p> <p>1. Some administrators and teachers do not cooperate with digital performance management.</p> <p>2. Administrators cannot be absolutely fair in the performance appraisal process.</p>
<p>Salary and Benefits Management</p> <p>1. Universities in Guangxi have formulated performance pay plans.</p> <p>2. Universities in Guangxi usually have a stable and standardized salary system.</p> <p>3. The digital salary system of universities in Guangxi can improve the efficiency and effect of salary management.</p>	<p>Salary and Benefits Management</p> <p>1. The salary and welfare incentive mechanism of universities in Guangxi is not perfect.</p> <p>2. The salary and welfare structure of universities in Guangxi is unreasonable.</p>
<p>Employee Relations Management</p> <p>Universities in Guangxi can digitally handle the procedures of entry, resignation and secondment, which is convenient and fast.</p>	<p>Employee Relations Management</p> <p>1. Some universities may still stay in the traditional employee relationship management mode, which is difficult to adapt to the digital trend.</p> <p>2. Most university employees in Guangxi have not adopted digital means to sign labor contracts.</p>
<p>Human Resource Planning</p> <p>1. The state and Guangxi government will give planning policy guidance to universities in Guangxi.</p>	<p>Human Resource Planning</p> <p>1. The use of digital technology in human resource planning of universities in Guangxi is relatively weak.</p> <p>2. Changes in national and Guangxi regulations and policies will bring uncertainty to the human resource planning of universities in Guangxi.</p>
<p>Recruitment Management</p> <p>1. There are many kinds of recruitment systems in the market, and universities in Guangxi have a large choice.</p> <p>2. Both the Ministry of Education of China and the Department of Education of Guangxi support the adoption of</p>	<p>Recruitment Management</p> <p>1. It is a severe practical problem that talented staff run off.</p>

Table 4.9 (Continued)

S	W
<p>digital management methods in college recruitment management.</p> <p>Training and Development</p> <p>1. In the context of school-enterprise cooperation, universities in Guangxi establish teacher training bases in cooperative enterprises.</p> <p>2. The strong demand of digital market provides a broad market space for human resources training and development for universities in Guangxi.</p> <p>Performance Evaluation</p> <p>1. The state and Guangxi government have provided a good external environment for the digital transformation of university performance management.</p> <p>2. As technology continues to improve and innovate, there are more performance evaluation tools and methods to choose from.</p> <p>Salary and Benefits Management</p> <p>1. Guangxi Government attaches great importance to the construction of informatization infrastructure in universities.</p> <p>Employee Relations Management</p> <p>1. China's policies guide and support university employee relationship management.</p>	<p>2. As competition in the national education market intensifies, universities in Guangxi face greater pressure in recruitment management.</p> <p>Training and Development</p> <p>1. The uneven strength of teachers in universities in Guangxi affects the quality of training and development.</p> <p>Performance Evaluation</p> <p>Digital performance management has the risk of information leakage.</p> <p>Salary and Benefits Management</p> <p>1. The maintenance of wage system in universities in Guangxi will affect work efficiency.</p> <p>2. Guangxi university salary system information security and privacy need special attention.</p> <p>Employee Relations Management</p> <p>1. Diversity of employee expectations and needs.</p> <p>2. Employee relationship management involves many laws, regulations and regulatory requirements.</p> <p>3. Low employee engagement and identity</p>

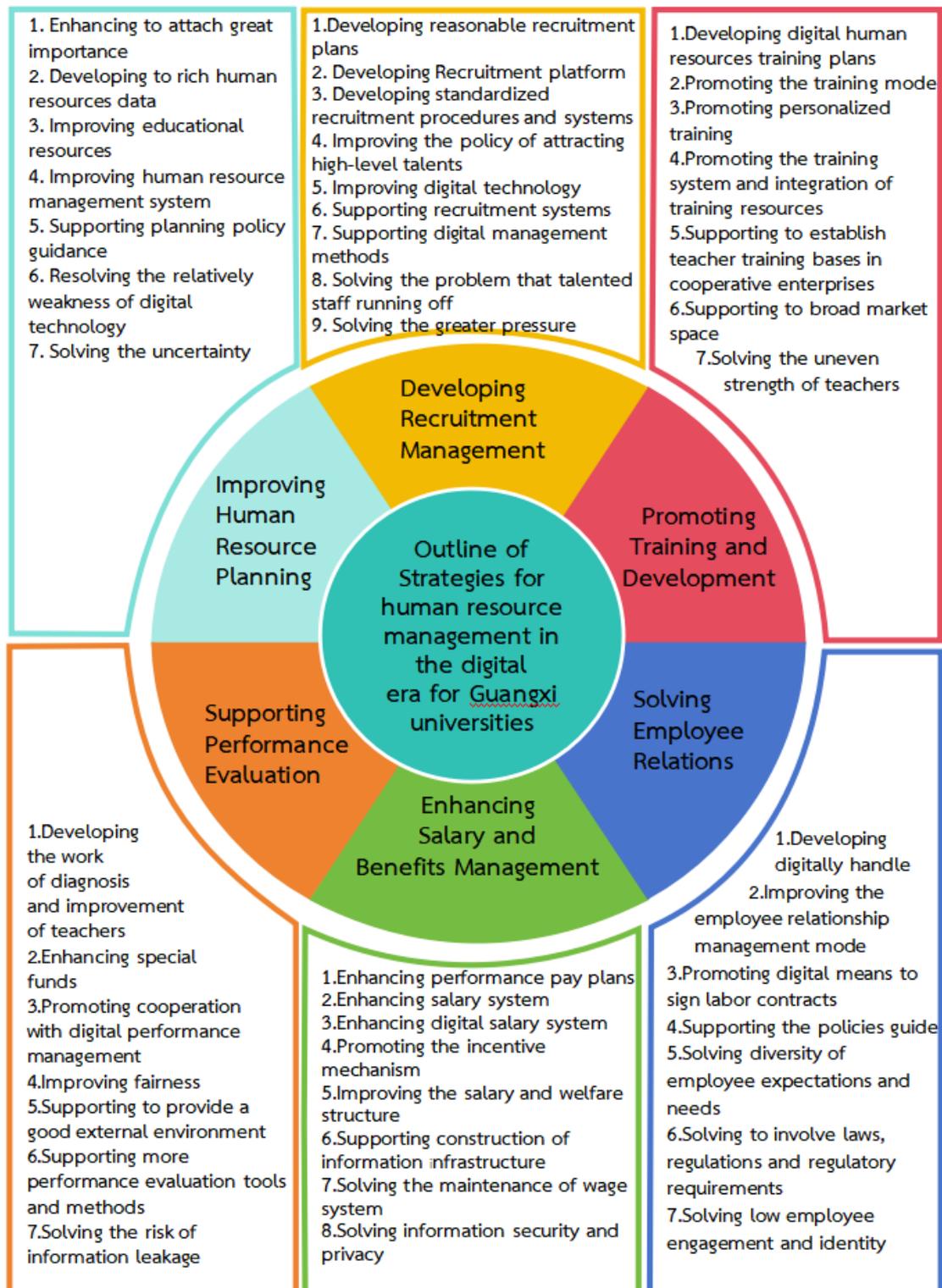


Figure 4.1 The outline of strategies for human resource management in the digital era for Guangxi universities

Table 4.10 The outline of strategies for the human resource management in the digital era for Guangxi universities

Strategies	Measures
Improving Human Resource Planning	<ol style="list-style-type: none"> 1. Enhancing to attach great importance 2. Developing to rich human resources data 3. Improving educational resources 4. Improving human resource management system 5. Supporting planning policy guidance 6. Resolving the relatively weakness of digital technology 7. Solving the uncertainty
Developing Recruitment Management	<ol style="list-style-type: none"> 1. Developing reasonable recruitment plans 2. Developing Recruitment platform 3. Developing standardized recruitment procedures and systems 4. Improving the policy of attracting high-level talents 5. Improving digital technology 6. Supporting recruitment systems 7. Supporting digital management methods 8. Solving the problem that talented staff running off 9. Solving the greater pressure

Table 4.10 (Continued)

Strategies	Measures
Promoting Training and Development	<ol style="list-style-type: none"> 1. Developing digital human resources training plans 2. Promoting the training mode 3. Promoting personalized training 4. Promoting the training system and integration of training resources 5. Supporting to establish teacher training bases in cooperative enterprises 6. Supporting to broad market space 7. Solving the uneven strength of teachers
Supporting Performance Evaluation	<ol style="list-style-type: none"> 1. Developing the work of diagnosis and improvement of teachers 2. Enhancing special funds 3. Promoting the cooperation with digital performance management 4. Improving fairness 5. Supporting to provide a good external environment 6. Supporting more performance evaluation tools and methods 7. Solving the risk of information leakage

Table 4.10 (Continued)

Strategies	Measures
<p style="text-align: center;">Enhancing Salary and Benefits Management</p>	<ol style="list-style-type: none"> 1. Enhancing performance pay plans 2. Enhancing stable and standardized salary system 3. Enhancing digital salary system to improve the efficiency and effect 4. Promoting the salary and welfare incentive mechanism 5. Improving the salary and welfare structure 6. Supporting construction of information infrastructure 7. Solving the maintenance of wage system 8. Solving information security and privacy of salary system
<p style="text-align: center;">Solving Employee Relations Management</p>	<ol style="list-style-type: none"> 1. Developing digitally handle the procedures of entry, resignation and secondment 2. Improving the employee relationship management mode 3. Promoting digital means to sign labor contracts 4. Supporting the policies guide 5. Solving diversity of employee expectations and needs 6. Solving to involve laws, regulations and regulatory requirements 7. Solving low employee engagement and identity

Part 4: The analysis result about the focus group contents about the strategies for human resource management in the digital era for Guangxi universities.

In this study, 10 experts from Guangxi public universities are focus group in this study to discuss the strategies for human resource management in the digital era for Guangxi universities. The experts in focus group must meet the following criteria: 1) at least 6 years of work experience in high-level administrator in public universities, 2) have extensive experience in human resource management in public universities, 3) Associate professor professional title or above.

Details of the focus groups discussion are attached in the appendix. The result of focus group discussion was 11 strategies were added to the original strategy outline as followings:

Improving human resource planning

1. Improving the digital human resource system to provide data analysis and decision support

The introduction and application of digital human resource management system (HRMS) can greatly improve the efficiency of human resource management and decision-making quality in universities in Guangxi. Improving data analysis and decision support is one of the important functions of digital HRMS, which provides valuable insight and scientific decision basis for colleges and universities through the collection, sorting and analysis of a large number of human resource data, and also provides data support and decision support for human resource planning in universities in Guangxi.

Developing recruitment management

1. Developing international cooperation and communication in recruitment management international cooperation and exchanges are of great significance for enhancing the global competitiveness of talent recruitment management in Guangxi universities. The school should actively participate in international cooperation and exchange, and constantly learn and draw on advanced talent recruitment concepts and methods, with a view to attracting and retaining more outstanding talents worldwide, and providing strong human resources support for the long-term development of the school.

2. Improving the investment in information technology in universities in Guangxi, and provide technical support for digital recruitment management.

The solid foundation of Guangxi universities in information technology provides a strong technical support for digital recruitment management. This will help to improve the efficiency and quality of talent introduction and inject new vitality into the development of higher education in Guangxi. With the further development of digital technology, universities in Guangxi will continue to deepen information construction, promote the digital transformation of education, teaching and management, and train more high-quality talents to meet the needs of social development.

Promoting training and development

Enhancing the emphasis of universities in Guangxi on digital human resources training and development

Through the formulation of training plans, training of talent teams and cooperation with external institutions, the University is committed to improving the digital literacy and ability of employees, enhancing the loyalty of universities in Guangxi to the training and development of digital human resources, and providing powerful human resources support for the long-term development of universities.

Supporting performance evaluation

1. Supporting universities in Guangxi to hire third-party institutions to conduct performance evaluation of universities

In order to effectively implement this strategy, universities in Guangxi should consider their professional ability, experience, independence and reputation when selecting third-party institutions. At the same time, colleges and universities should establish a good communication and cooperation mechanism with third-party institutions to ensure the smooth progress of evaluation. In addition, universities should also consider combining the results of third-party evaluation with their own development strategies and goals to realize the true value of performance evaluation. Through these measures, universities in Guangxi can make use of the professional strength of third-party institutions to improve the quality of performance evaluation and provide strong support for the long-term development of universities.

2. Improving the monitoring and management in the performance evaluation process of universities in Guangxi

The problems existing in the performance management process of some universities in Guangxi can be effectively solved by strengthening the process monitoring and management. This will help to enhance staff effectiveness and satisfaction, and promote the long-term development of the school.

3. Solving the situation that some managers still hold the traditional concept of performance management.

The constraint of this traditional concept not only limits the efficiency and science of performance management, but also affects the pace of the overall digital transformation of colleges and universities. In order to overcome this challenge, Guangxi universities need to take positive measures to promote the change of campus culture and encourage Guangxi university administrators and teachers to embrace the new ideas and technologies of the digital age.

Enhancing salary and benefits management

1. Enhancing the performance pay scheme in Guangxi universities

the independent allocation plan of secondary colleges implemented by most universities in Guangxi aims to improve the flexibility and pertinence of the performance-based pay system by giving secondary colleges greater autonomy, so as to better motivate teachers and staff, and promote the development of teaching, scientific research, social services and other work of the school.

2. Supporting the construction of salary and welfare system in universities in Guangxi

The construction of salary and welfare system for colleges and universities in Guangxi has a relatively rich choice, and the relevant technology is relatively mature. These characteristics are helpful for Guangxi colleges and universities to better meet the needs and incentive goals of faculty and staff, and improve the level of human resource management and the overall competitiveness of schools.

Solving employee relations management

1. Enhancing communication and cooperation among various departments by digital means

Through the application of these digital means, Guangxi universities can build a more compact, efficient and transparent working environment, making the collaboration between various departments more seamless, thereby improving the operational efficiency and service quality of the entire institution. At the same time,

these measures help to improve staff relationship management, enhance staff job satisfaction and loyalty, and lay a solid human resources foundation for the long-term development of the school.

2. Supporting technological innovation to improve the efficiency of employee relationship management in universities in Guangxi.

The continuous emergence of new technologies provides more possibilities for digital employee relationship management in Guangxi universities. By applying technologies such as big data analytics and AI-assisted communication, schools can improve management efficiency, improve employee experience, and provide strong support for the long-term development of schools. With the further development of technology, the application of digital employee relationship management in Guangxi universities will be more extensive and in-depth in the future.

In conclusion, after focus group discussion, 11 strategies were added to the original strategy outline. Among them, 1 strategy was added to improving human resource planning, 2 strategies were added to developing recruitment management, 1 strategy was added to promoting training and development, 3 strategies were added to supporting performance evaluation, 2 strategies were added to enhancing salary and benefits management, 2 strategies were added to solving employee relations management.

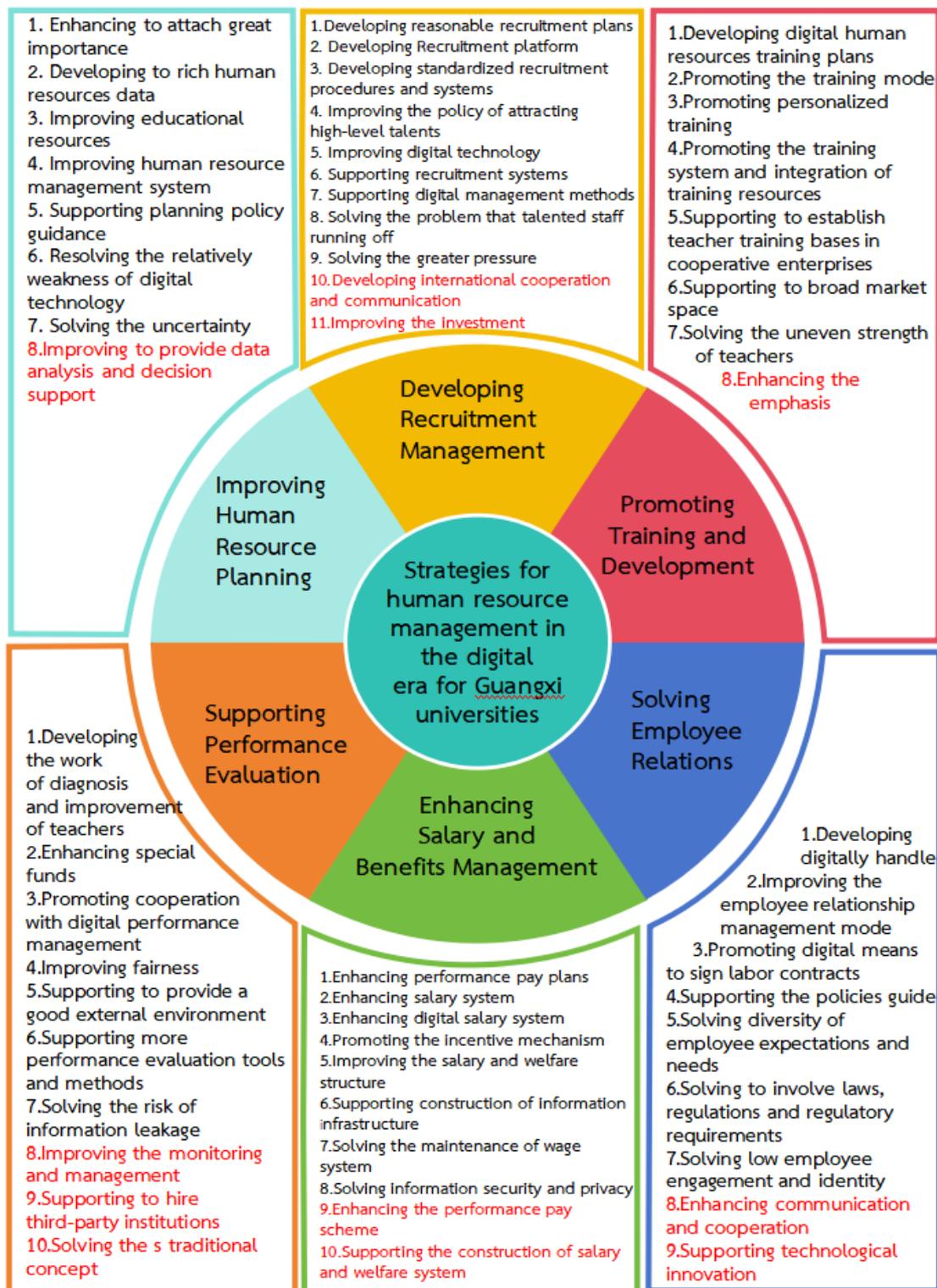


Figure 4.2 The strategies for human resource management in the digital era for Guangxi universities

Table 4.11 The strategies for human resource management in the digital era for Guangxi universities

Strategies	Measures
Improving Human Resource Planning	<ol style="list-style-type: none"> 1. Enhancing to attach great importance 2. Developing to rich human resources data 3. Improving educational resources 4. Improving human resource management system 5. Improving to provide data analysis and decision support 6. Supporting planning policy guidance 7. Resolving the relatively weakness of digital technology 8. Solving the uncertainty
Developing Recruitment Management	<ol style="list-style-type: none"> 1. Developing reasonable recruitment plans 2. Developing Recruitment platform 3. Developing standardized recruitment procedures and systems 4. Developing international cooperation and communication 5. Improving the policy of attracting high-level talents 6. Improving digital technology 7. Improving the investment in information technology 8. Supporting recruitment systems 9. Supporting digital management methods 10. Solving the problem that talented staff running off 11. Solving the greater pressure

Table 4.11 (Continued)

Strategies	Measures
Promoting Training and Development	<ol style="list-style-type: none"> 1. Developing digital human resources training plans 2. Enhancing the emphasis 3. Promoting the training mode 4. Promoting personalized training 5. Promoting the training system and integration of training resources 6. Supporting to establish teacher training bases in cooperative enterprises 7. Supporting to broad market space 8. Solving the uneven strength of teachers
Supporting Performance Evaluation	<ol style="list-style-type: none"> 1. Developing the work of diagnosis and improvement of teachers 2. Enhancing special funds 3. Promoting the cooperation with digital performance management 4. Improving fairness 5. Improving the monitoring and management 6. Supporting to provide a good external environment 7. Supporting more performance evaluation tools and methods 8. Supporting to hire third-party institutions 9. Solving the risk of information leakage 10. Solving the traditional concept

Table 4.11 (Continued)

Strategies	Measures
<p style="text-align: center;">Enhancing Salary and Benefits Management</p>	<ol style="list-style-type: none"> 1. Enhancing performance pay plans 2. Enhancing stable and standardized salary system 3. Enhancing digital salary system to improve the efficiency and effect 4. Enhancing the performance pay scheme 5. Promoting the salary and welfare incentive mechanism 6. Improving the salary and welfare structure 7. Supporting construction of information infrastructure 8. Supporting the construction of salary and welfare system 9. Solving the maintenance of wage system 10. Solving information security and privacy of salary system
<p style="text-align: center;">Solving Employee Relations Management</p>	<ol style="list-style-type: none"> 1. Developing digitally handle the procedures of entry, resignation and secondment 2. Enhancing communication and cooperation 3. Improving the employee relationship management mode 4. Promoting digital means to sign labor contracts 5. Supporting the policies guide 6. Supporting technological innovation 7. Solving diversity of employee expectations and needs 8. Solving to involve laws, regulations and regulatory requirements 9. Solving low employee engagement and identity

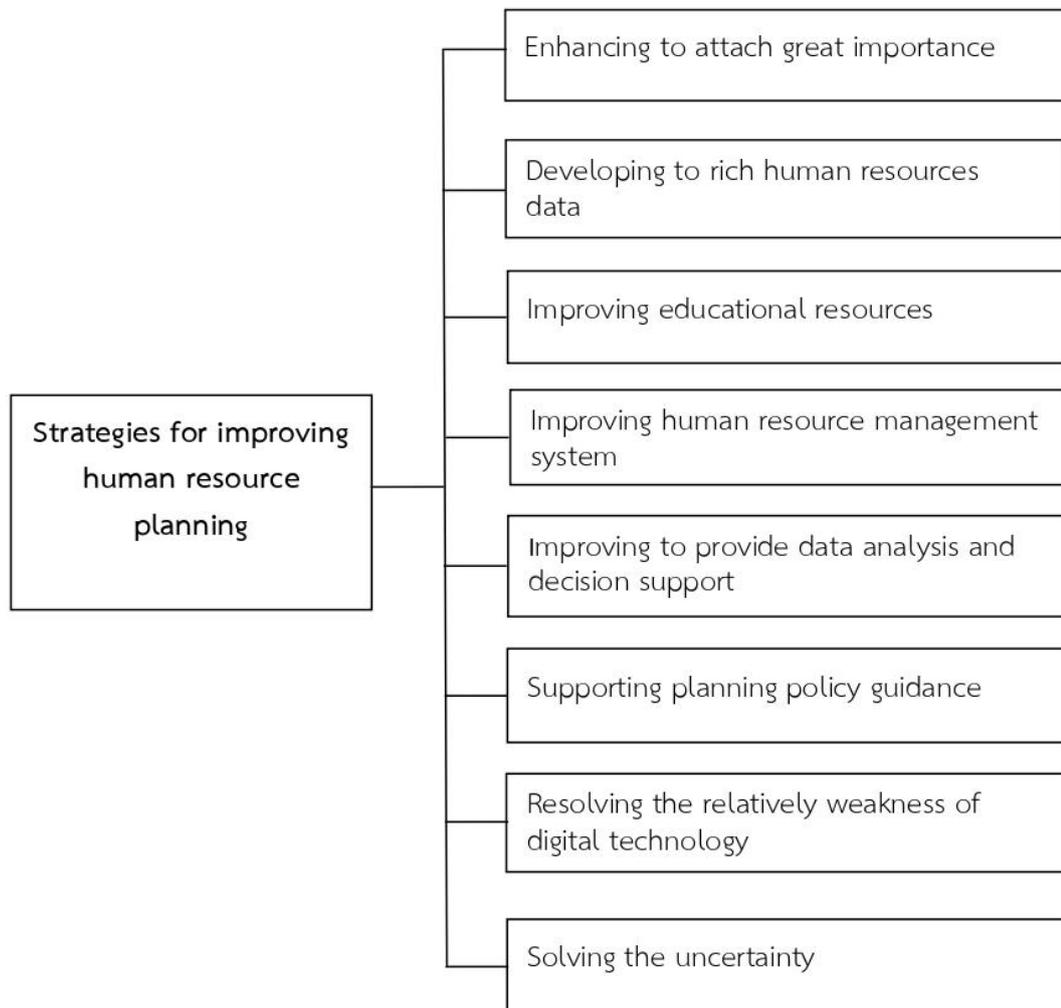


Figure 4.3 Strategies for improving human resource planning

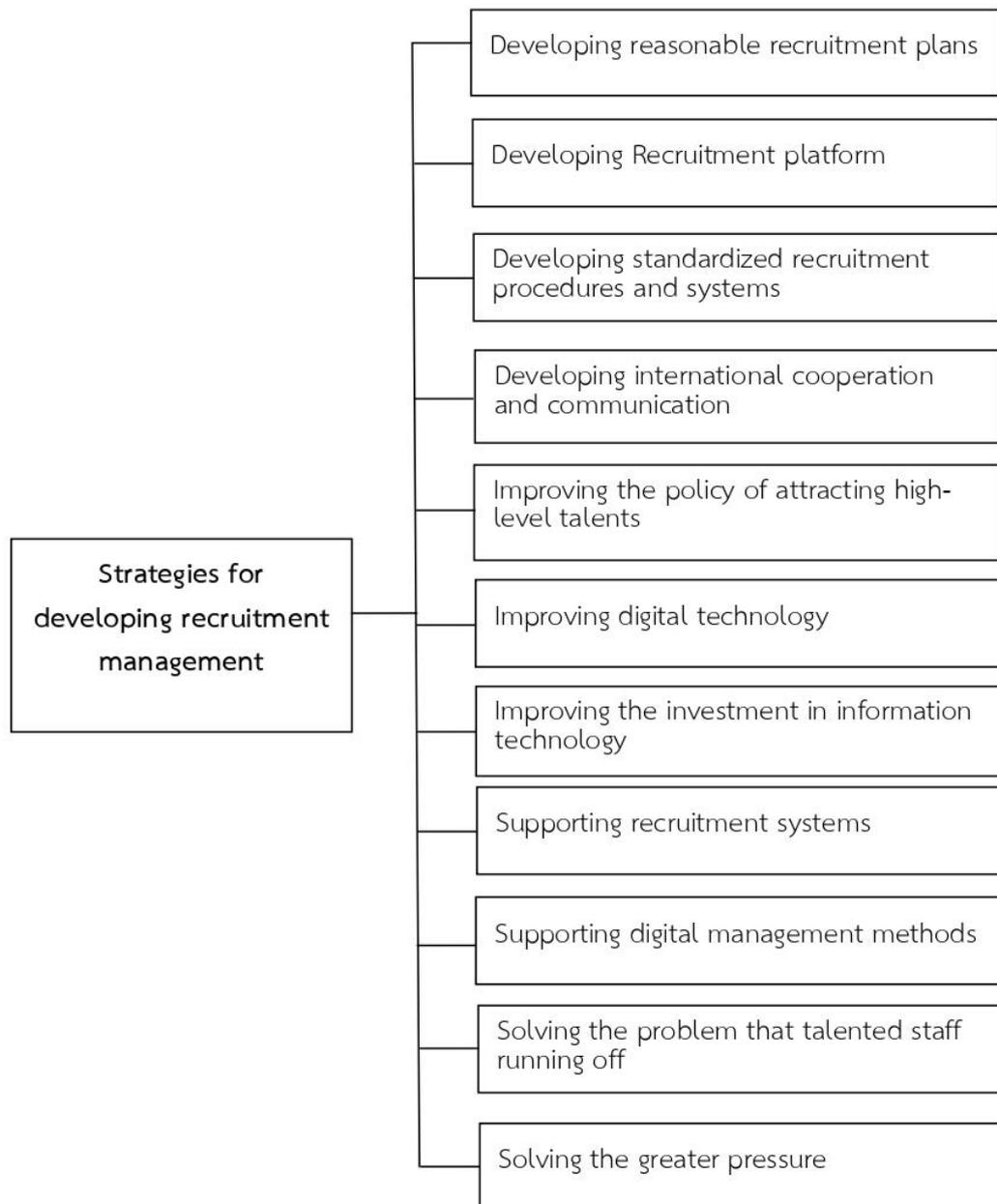


Figure 4.4 Strategies for developing recruitment management

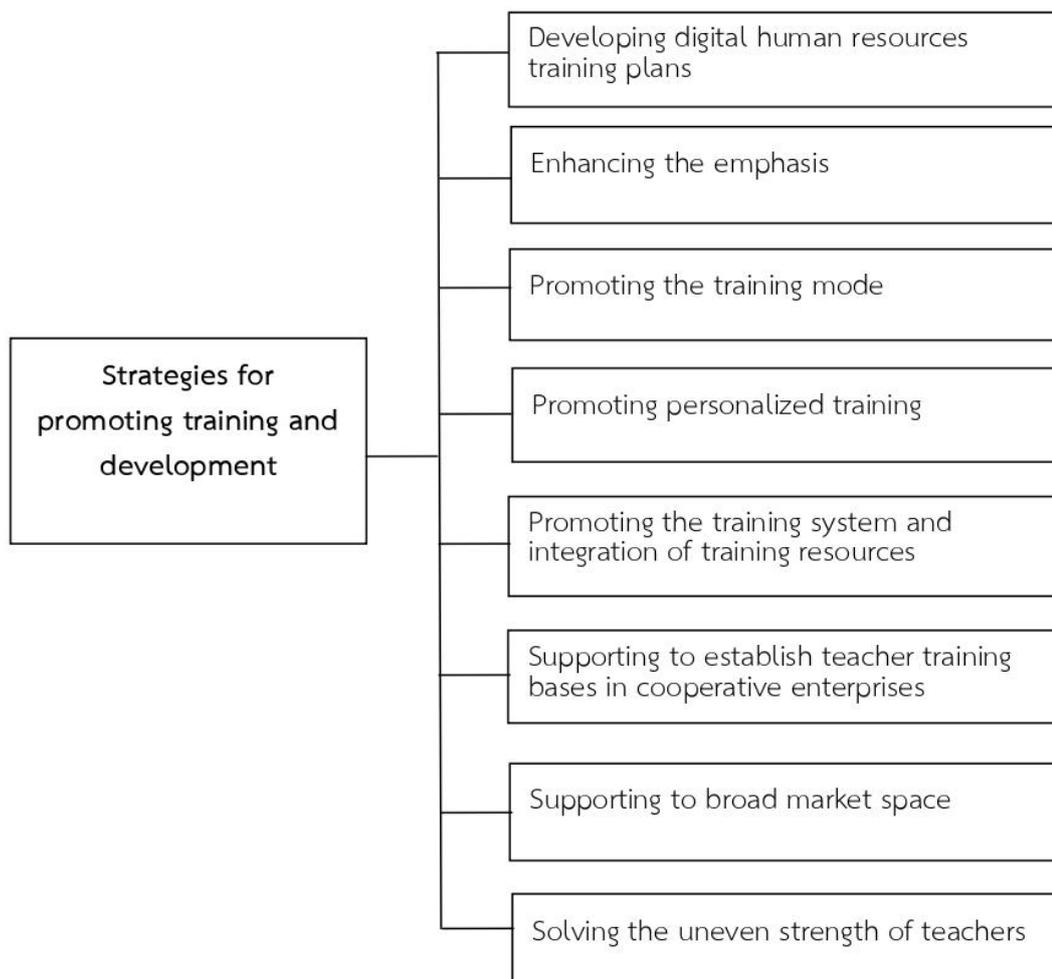


Figure 4.5 Strategies for promoting training and development

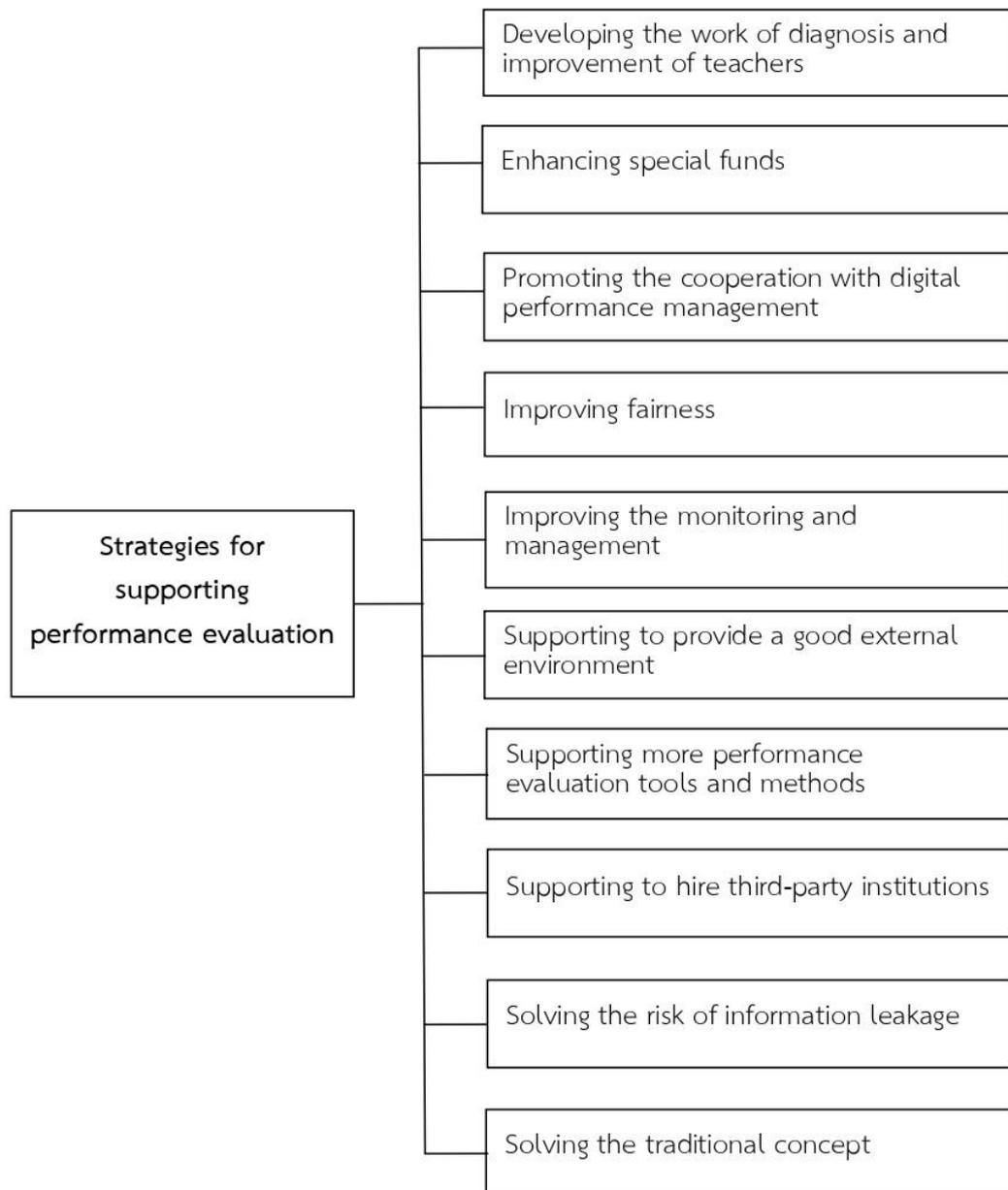


Figure 4.6 Strategies for supporting performance evaluation

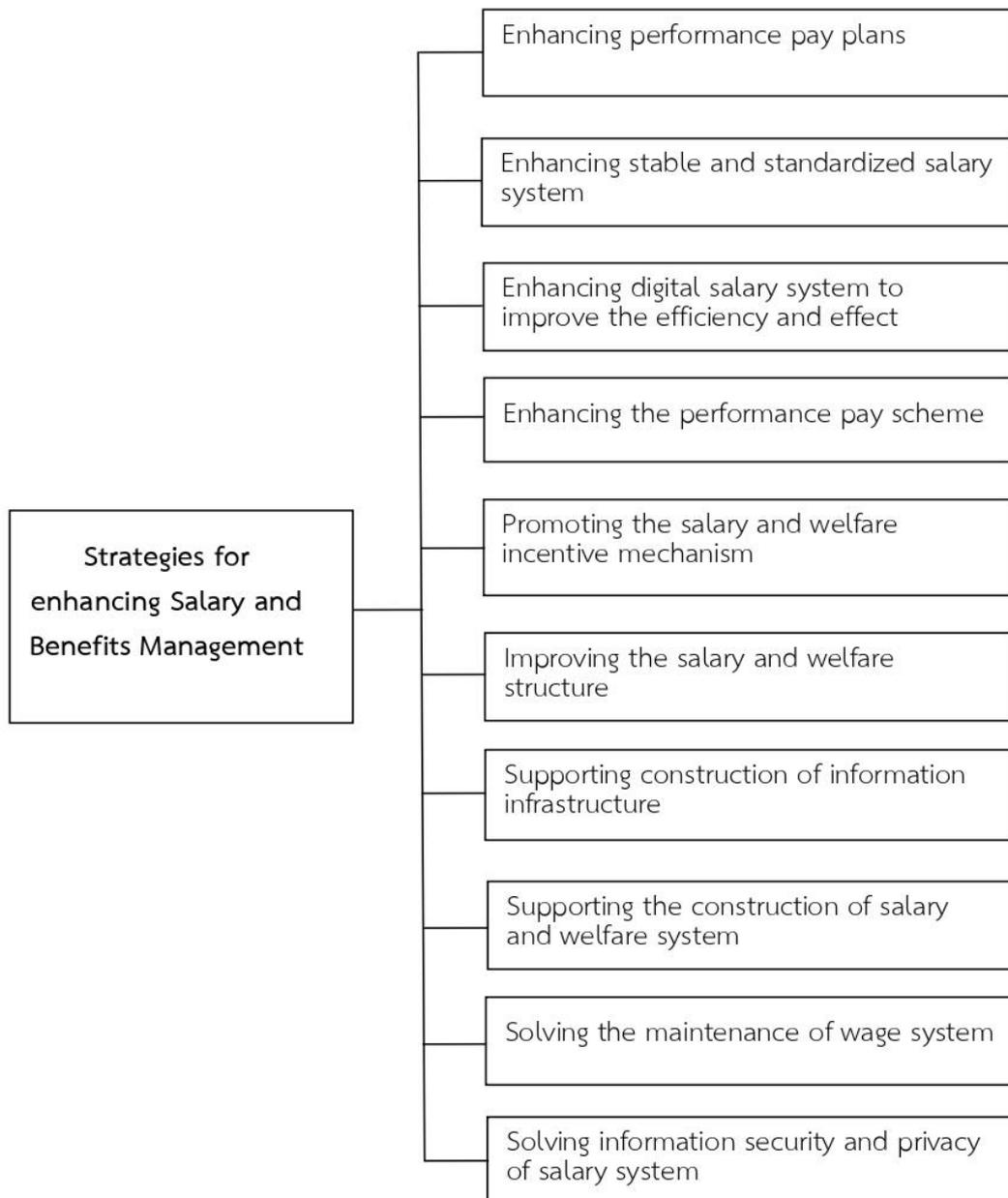


Figure 4.7 Strategies for enhancing salary and benefits management

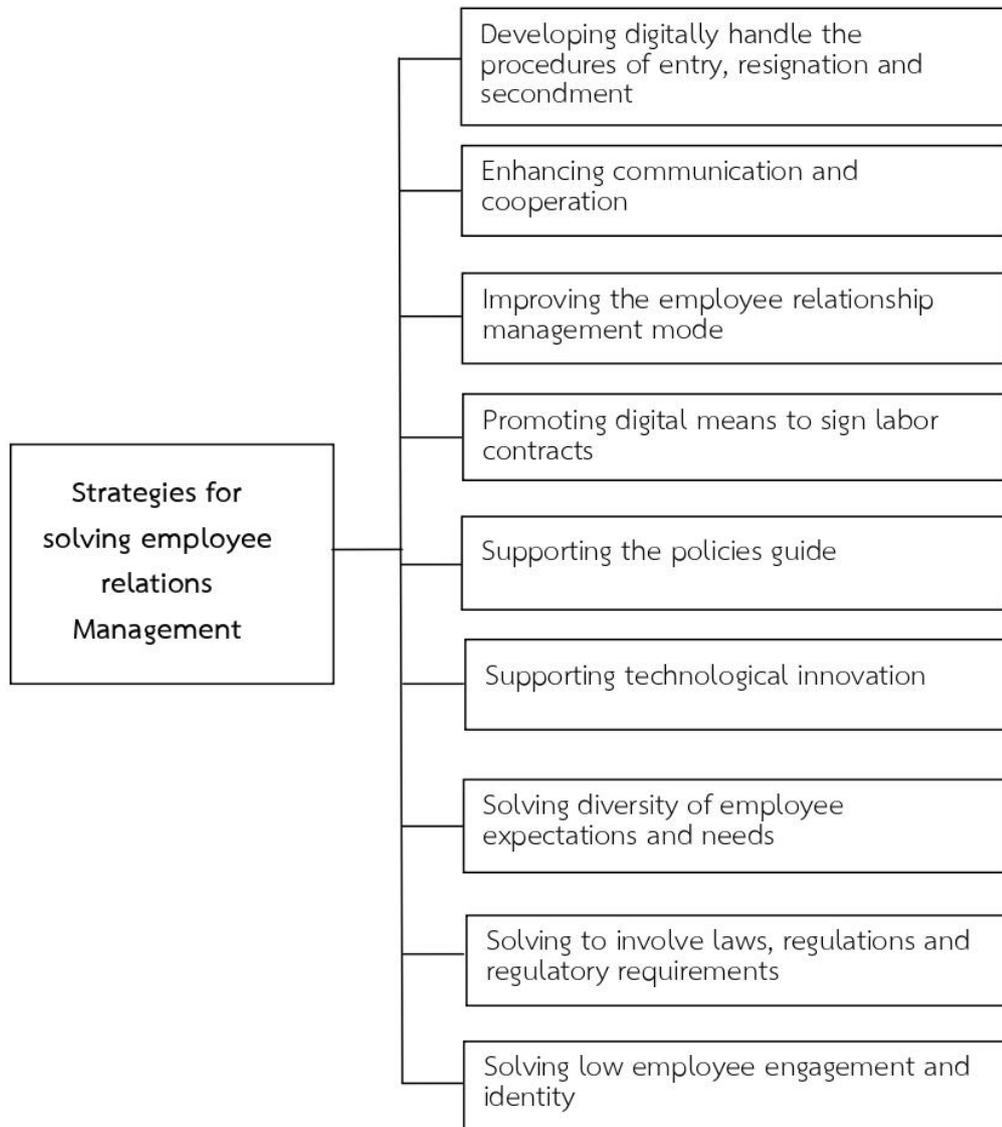


Figure 4.8 Strategies for solving employee relations management

Part 5: Suitability and Feasibility evaluation results of the implementation of strategies for human resource management in the digital era for Guangxi universities. Presented the data in the form of mean and standard deviation.

The analysis results at this stage led by experts and scholars studying human resource management in Guangxi public universities. Fifteen people evaluated the Suitability and feasibility of implementing the strategy. They adopted the form of a 5-level scoring table, namely, highest, high, average, low, and lowest. A respondents can only choose one level. The results are shown in the following table:

Table 4.12 The mean and standard deviation of the evaluation of the Suitability and feasibility of strategies for human resource management in the digital era for Guangxi universities in six aspects

(N=15)

NO.	Strategies for human resource management in the digital era for Guangxi universities	Suitability			Feasibility		
		\bar{x}	S.D.	Level	\bar{x}	S.D.	Level
1	Improving Human Resource Planning	4.59	0.49	highest	4.58	0.47	highest
2	Developing Recruitment Management	4.56	0.49	highest	4.60	0.46	highest
3	Promoting Training and Development	4.58	0.48	highest	4.59	0.48	highest
4	Supporting Performance Evaluation	4.57	0.49	highest	4.57	0.48	highest
5	Enhancing Salary and Benefits Management	4.57	0.49	highest	4.58	0.47	highest
6	Solving Employee Relations Management	4.50	0.49	highest	4.59	0.47	Highest
Total		4.56	0.49	highest	4.59	0.47	highest

According to table 4.12, the suitability and feasibility of strategies for human resource management in the digital era for Guangxi universities in six aspects were at highest level with the values between 4.50 and 5.00, which means the strategies for human resource management in the digital era for Guangxi universities are suitability and feasibility.

Table 4.13 The mean and standard deviation of the evaluation of the suitability and feasibility of strategies for improving human resource planning

(N=15)

NO.	Strategies for improving human resource planning	Suitability			Feasibility		
		\bar{X}	S.D.	Level	\bar{X}	S.D.	Level
1	Enhancing to attach great importance	4.53	0.52	highest	4.53	0.52	highest
2	Developing to rich human resources data	4.53	0.52	highest	4.53	0.52	highest
3	Improving educational resources	4.47	0.52	high	4.47	0.52	high
4	Improving human resource management system	4.80	0.41	highest	4.87	0.35	highest
5	Improving to provide data analysis and decision support	4.80	0.41	highest	4.87	0.35	highest
6	Supporting planning policy guidance	4.47	0.52	high	4.47	0.52	high
7	Resolving the relatively weakness of digital technology	4.60	0.51	highest	4.53	0.52	highest
8	Solving the uncertainty	4.53	0.52	highest	4.40	0.51	high
Total		4.59	0.49	highest	4.58	0.47	highest

According to table 4.13, the data showed that experts' overall evaluation of the suitability and feasibility of improving human resource planning is at the highest level ($\bar{X}=4.56$, $\bar{X}=4.58$), indicating that the strategies for improving human resource planning has a highest suitability and feasibility. Among the 8 strategies, the suitability of 2 strategies are high level, and the other 6 strategies are highest level. The feasibility of 3 strategies are high level, and the other 5 strategies are highest level.

Table 4.14 The mean and standard deviation of the evaluation of the suitability and feasibility of strategies for developing recruitment management

(N=15)

NO.	Strategies for developing recruitment management	Suitability			Feasibility		
		\bar{X}	S.D.	Level	\bar{X}	S.D.	Level
1	Developing reasonable recruitment plans	4.60	0.51	highest	4.53	0.52	highest
2	Developing Recruitment platform	4.60	0.51	highest	4.47	0.52	high
3	Developing standardized recruitment procedures and systems	4.73	0.46	highest	4.87	0.35	highest
4	Developing international cooperation and communication	4.40	0.51	high	4.40	0.51	High
5	Improving the policy of attracting high-level talents	4.73	0.46	highest	4.93	0.26	highest
6	Improving digital technology	4.47	0.52	high	4.53	0.52	highest
7	Improving the investment in information technology	4.53	0.52	highest	4.47	0.52	high
8	Supporting recruitment systems	4.47	0.52	high	4.53	0.52	highest
9	Supporting digital management methods	4.80	0.41	highest	4.87	0.35	highest
10	Solving the problem that talented staff running off	4.40	0.51	high	4.53	0.52	highest
11	Solving the greater pressure	4.40	0.51	high	4.47	0.52	high
Total		4.56	0.49	highest	4.60	0.46	highest

According to table 4.14, the data showed that experts' overall evaluation of the suitability and feasibility of developing recruitment management is at the highest level ($\bar{X}=4.56$, $\bar{X}=4.60$), indicating that the strategies for developing recruitment management has a highest suitability and feasibility. Among the 11 strategies, the suitability of 5 strategies are high level, and the other 6 strategies are highest level. The feasibility of 4 strategies are high level, and the other 7 strategies are highest level.

Table 4.15 The mean and standard deviation of the evaluation of the suitability and feasibility of strategies for promoting training and development

(N=15)

NO.	Strategies for promoting training and development	Suitability			Feasibility		
		\bar{X}	S.D.	Level	\bar{X}	S.D.	Level
1	Developing digital human resources training plans	4.47	0.52	high	4.53	0.52	highest
2	Enhancing the emphasis	4.53	0.52	highest	4.53	0.52	highest
3	Promoting the training mode	4.80	0.41	highest	4.87	0.35	highest
4	Promoting personalized training	4.53	0.52	highest	4.47	0.52	high
5	Promoting the training system and integration of training resources	4.53	0.52	highest	4.53	0.52	highest
6	Supporting to establish teacher training bases in cooperative enterprises	4.87	0.35	highest	4.87	0.35	highest
7	Supporting to broad market space	4.53	0.52	highest	4.47	0.52	high
8	Solving the uneven strength of teachers	4.40	0.51	high	4.47	0.52	high
Total		4.58	0.48	highest	4.59	0.48	highest

According to table 4.15, the data showed that experts' overall evaluation of the suitability and feasibility of promoting training and development is at the highest level ($\bar{X}=4.58$, $\bar{X}=4.59$), indicating that the strategies for promoting training and development has a highest suitability and feasibility. Among the 8 strategies, the suitability of 2 strategies are high level, and the other 6 strategies are highest level. The feasibility of 3 strategies are high level, and the other 5 strategies are highest level.

Table 4.16 The mean and standard deviation of the evaluation of the suitability and feasibility of strategies for supporting performance evaluation

(N=15)

NO.	Strategies for supporting performance evaluation	Suitability			Feasibility		
		\bar{X}	S.D.	Level	\bar{X}	S.D.	Level
1	Developing the work of diagnosis and improvement of teachers	4.60	0.51	highest	4.47	0.52	high
2	Enhancing special funds	4.53	0.52	highest	4.47	0.52	High
3	Promoting the cooperation with digital performance management	4.53	0.52	highest	4.47	0.52	high
4	Improving fairness	4.80	0.41	highest	4.87	0.35	highest
5	Improving the monitoring and management	4.80	0.41	highest	4.87	0.35	highest
6	Supporting to provide a good external environment	4.40	0.51	high	4.47	0.52	high
7	Supporting more performance evaluation tools and methods	4.53	0.52	highest	4.53	0.52	highest
8	Supporting to hire third-party institutions	4.53	0.52	highest	4.53	0.52	highest
9	Solving the risk of information leakage	4.53	0.52	highest	4.53	0.52	highest
10	Solving the traditional concept	4.47	0.52	high	4.47	0.52	High
Total		4.57	0.49	highest	4.57	0.48	highest

According to table 4.16, the data showed that experts' overall evaluation of the suitability and feasibility of supporting performance evaluation is at the highest level ($\bar{X}=4.57$, $\bar{X}=4.57$), indicating that the strategies for supporting performance evaluation has a highest suitability and feasibility. Among the 10 strategies, the suitability of 2 strategies are high level, and the other 8 strategies are highest level. The feasibility of 5 strategies are high level, and the other 5 strategies are highest level.

Table 4.17 The mean and standard deviation of the evaluation of the suitability and feasibility of strategies for enhancing salary and benefits management

(N=15)

NO.	Strategies for enhancing salary and benefits management	Suitability			Feasibility		
		\bar{X}	S.D.	Level	\bar{X}	S.D.	Level
1	Enhancing performance pay plans	4.40	0.51	high	4.53	0.52	highest
2	Enhancing stable and standardized salary system	4.47	0.52	high	4.53	0.52	highest
3	Enhancing digital salary system to improve the efficiency and effect	4.80	0.41	highest	4.93	0.26	highest
4	Enhancing the performance pay scheme	4.53	0.52	highest	4.40	0.51	High
5	Promoting the salary and welfare incentive mechanism	4.80	0.41	highest	4.87	0.35	highest
6	Improving the salary and welfare structure	4.40	0.51	high	4.47	0.52	high
7	Supporting construction of information infrastructure	4.53	0.52	highest	4.53	0.52	highest
8	Supporting the construction of salary and welfare system	4.53	0.52	highest	4.53	0.52	highest
9	Solving the maintenance of wage system	4.60	0.51	highest	4.47	0.52	high
10	Solving information security and privacy of salary system	4.60	0.51	highest	4.53	0.52	highest
Total		4.57	0.49	highest	4.58	0.47	highest

According to table 4.17, the data showed that experts' overall evaluation of the suitability and feasibility of enhancing salary and benefits management is at the highest level ($\bar{X}=4.57$, $\bar{X}=4.58$), indicating that the strategies for enhancing salary and benefits management has a highest suitability and feasibility. Among the 10 strategies, the suitability and feasibility of 3 guidelines are high level, and the other 7 strategies are highest level.

Table 4.18 The mean and standard deviation of the evaluation of the suitability and feasibility of strategies for solving employee relations management

(N=15)

NO.	Strategies for solving employee relations management	Suitability			Feasibility		
		\bar{X}	S.D.	Level	\bar{X}	S.D.	Level
1	Developing digitally handle the procedures of entry, resignation and secondment	4.53	0.52	highest	4.53	0.52	highest
2	Enhancing communication and cooperation	4.40	0.51	high	4.53	0.52	highest
3	Improving the employee relationship management mode	4.40	0.51	high	4.53	0.52	highest
4	Promoting digital means to sign labor contracts	4.33	0.49	high	4.53	0.52	highest
5	Supporting the policies guide	4.40	0.51	high	4.53	0.52	highest
6	Supporting technological innovation	4.80	0.41	highest	4.87	0.35	highest
7	Solving diversity of employee expectations and needs	4.53	0.52	highest	4.53	0.52	highest
8	Solving to involve laws, regulations and regulatory requirements	4.87	0.35	highest	4.93	0.26	highest
9	Solving low employee engagement and identity	4.27	0.59	high	4.33	0.49	high
Total		4.50	0.49	highest	4.59	0.47	highest

According to table 4.18, the data showed that experts' overall evaluation of the suitability and feasibility of solving employee relations management is at the highest level ($\bar{X}=4.50$, $\bar{X}=4.59$), indicating that the strategies for solving employee relations management has a highest suitability and feasibility. Among the 9 strategies, the suitability of 5 strategies are high level, and the other 4 strategies are highest level. The feasibility of 1 strategies are high level, and the other 8 strategies are highest level.

Chapter 5

Conclusion Discussion and Recommendations

The research in strategies for human resource management in the digital era for Guangxi universities. The objectives of this research were 1) to investigate the current situation of human resource management in the digital era for Guangxi universities, 2) to provide strategies for human resource management in digital era for Guangxi universities, and 3) to evaluate the suitability and feasibility of strategies for human resource management in digital era for Guangxi universities were including 6 following aspects: 1) Human Resource Planning; 2) Recruitment Management; 3) Training and Development; 4) Performance Evaluation; 5) Salary and Benefits Management; 6) Employee Relations Management. The sample group in this research were administrators and teachers in public universities in Guangxi. The experts in focus group were 20 administrators in 10 Guangxi public universities. The research instruments were documents analysis, questionnaire, SWOT analysis and focus group discussion. 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 human resource management in the digital era for Guangxi universities. The researcher summarizes the conclusion into 3 parts, details as follows:

Part 1: the current situation of human resource management in the digital era for Guangxi universities

Part 2: the strategies for human resource management in the digital era for Guangxi universities

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

Part 1: The current situation of human resource management in the digital era for Guangxi universities

The current situation of human resource management in the digital era for Guangxi universities. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was salary and benefits management, followed by recruitment management, and human resource planning was the lowest level.

Human Resource Planning was at medium level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: Administrators analyze and dynamically deduce the data of structure by digital means, followed by Administrators analyze and dynamically deduce the data of the stock by digital means, and Administrators solve the personnel loss problems by using digital technology was the lowest level.

Recruitment Management was at high level. Considering the result of this research aspects ranged from the highest to the lowest level were as following: the highest level was Administrators improve recruitment efficiency by using digital technology, followed by Administrators save recruitment time by using digital technology, and Administrators build needed knowledge map in the big data analysis by digital technology according to the human resources planning was the lowest level.

Training and Development was at high level. Considering the result of this research aspects ranged from the highest to the lowest level were as following: the highest level was Administrators support to organize training to improve have been Improved employees' knowledge and skills, followed by Administrators help employees comprehensive growth by training and development, and Administrators tailor personalized intelligent push learning courses was the lowest level.

Performance Evaluation was at high level. Considering the result of this research aspects ranged from the highest to the lowest level were as following: the highest level was Administrators collect attendance data by using digital technology, followed by Administrators track employee's work completed, and Administrators analyze the reasons for the difference in the performance was the lowest level.

Salary and Benefits Management was at high level. Considering the result of this research aspects ranged from the highest to the lowest level were as following: the highest level was Administrators use the salary system to query the detailed

salary details, followed by Administrators use salary system to complete the payment of salary and Benefits, and Administrators formulate reasonable welfare policies according to the needs of employees and the actual situation was the lowest level.

Employee Relations Management was at Medium level. Considering the result of this research aspects ranged from the highest to the lowest level were as following: the highest level was Administrators facilitate the employee relationship management in university more intelligent in The information system, followed by Administrators facilitate the employee relations more harmonious and stable in The information system, and Administrators reduced the negative impact of sudden resignation of employees by digital technology was the lowest level.

Part 2: The strategies for human resource management in the digital era for Guangxi universities

The strategies for human resource management in the digital era for Guangxi universities in six aspects, which contain 56 strategies. There are 8 strategies for improving human resource planning, 11 strategies for developing recruitment management, 8 strategies for promoting training and development, 10 strategies for supporting performance evaluation, 10 strategies for enhancing salary and benefits management, and 9 strategies for solving employee relations management.

Improving human resource planning consisted of 8 strategies, as follows: 1) Developing digital human resources training plans. 2) Enhancing the emphasis. 3) Promoting the training mode. 4) Promoting personalized training. 5) Promoting the training system and integration of training resources. 6) Supporting to establish teacher training bases in cooperative enterprises. 7) Supporting to broad market space. 8) Solving the uneven strength of teachers.

Developing recruitment management consisted of 11 strategies, as follows: 1) Developing the work of diagnosis and improvement of teachers. 2) Enhancing special funds. 3) Promoting the cooperation with digital performance management. 4) Improving fairness. 5) Improving the monitoring and management. 6) Supporting to provide a good external environment. 7) Supporting more performance evaluation tools and methods. 8) Supporting to hire third-party institutions 9) Solving the risk of information leakage. 10) Solving the traditional concept.

Promoting training and development consisted of 8 strategies, as follows:

Developing digital human resources training plans. 2) Enhancing the emphasis. 3) Promoting the training mode. 4) Promoting personalized training. 5) Promoting the training system and integration of training resources. 6) Supporting to establish teacher training bases in cooperative enterprises. 7) Supporting to broad market space. 8) Solving the uneven strength of teachers.

Supporting performance evaluation consisted of 10 strategies, as follows:

Developing the work of diagnosis and improvement of teachers. 2) Enhancing special funds. 3) Promoting the cooperation with digital performance management. 4) Improving fairness. 5) Improving the monitoring and management. 6) Supporting to provide a good external environment. 7) Supporting more performance evaluation tools and methods. 8) Supporting to hire third-party institutions. 9) Solving the risk of information leakage. 10) Solving the traditional concept.

Enhancing salary and benefits management consisted of 10 strategies, as follows: 1) Enhancing performance pay plans. 2) Enhancing stable and standardized salary system. 3) Enhancing digital salary system to improve the efficiency and effect. 4) Enhancing the performance pay scheme. 5) Promoting the salary and welfare incentive mechanism. 6) Improving the salary and welfare structure. 7) Supporting construction of information infrastructure. 8) Supporting the construction of salary and welfare system. 9) Solving the maintenance of wage system. 10) Solving information security and privacy of salary system.

Solving employee relations management consisted of 9 strategies, as follows: 1) Developing digitally handle the procedures of entry, resignation and secondment. 2) Enhancing communication and cooperation. 3) Improving the employee relationship management mode. 4) Promoting digital means to sign labor contracts. 5) Supporting the policies guide. 6) Supporting technological innovation. 7) Solving diversity of employee expectations and needs. 8) Solving to involve laws, regulations and regulatory requirements. 9) Solving low employee engagement and identity.

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

The suitability and feasibility of strategies for human resource management in the digital era for Guangxi universities in six aspects were at highest level which means the strategies for human resource management in the digital era for Guangxi universities are suitability and feasibility.

The suitability of improving human resource planning was highest level, which means the strategies for improving human resource management in the digital era for Guangxi universities are suitability. The feasibility of improving human resource planning was highest level, which means the strategies for improving human resource planning in the digital era for Guangxi universities are feasibility.

The suitability of developing recruitment management was highest level, which means the strategies for developing recruitment management in the digital era for Guangxi universities are suitability. The feasibility of developing recruitment management was highest level, which means the strategies for developing recruitment management in the digital era for Guangxi universities are feasibility.

The suitability of promoting training and development was highest level, which means the strategies for promoting training and development in the digital era for Guangxi universities are suitability. The feasibility of promoting training and development was highest level, which means the strategies for promoting training and development in the digital era for Guangxi universities are feasibility.

The suitability of supporting performance evaluation was highest level, which means the strategies for supporting performance evaluation in the digital era for Guangxi universities are suitability. The feasibility of supporting performance evaluation was highest level, which means the strategies for supporting performance evaluation in the digital era for Guangxi universities are feasibility.

The suitability of enhancing salary and benefits management was highest level, which means the strategies for enhancing salary and benefits management in the digital era for Guangxi universities are suitability. The feasibility of enhancing salary and benefits management was highest level, which means the strategies for enhancing salary and benefits management in the digital era for Guangxi universities are feasibility.

The suitability of solving employee relations management was highest level, which means the strategies for solving employee relations management in the digital era for Guangxi universities are suitability. The feasibility of solving employee relations management was highest level, which means the strategies for solving employee relations management in the digital era for Guangxi universities are feasibility.

Discussion

The research in the strategies for human resource management in the digital era for Guangxi universities. The researcher summarizes the discussion into 3 parts, details as follows:

Part 1: the current situation of human resource management in the digital era for Guangxi universities

Part 2: the strategies for human resource management in the digital era for Guangxi universities

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

Part 1: the current situation of human resource management in the digital era for Guangxi universities

The current situation of human resource management in the digital era for Guangxi universities in six 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 salary and benefits management, followed by recruitment management, performance evaluation, training and development, employee relations management and the lowest level was human resource planning. 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 Liu Jie. (2019, p.25-28); Chen Yi. (2022, p.9); Yu Yazhong (2020, p.72); Sun Zhong. (2022, p.55). Zhu Dong. (2020, p.78). They presented six main concepts of human resource management in universities, including human resource planning, recruitment management, training and development, performance evaluation, salary and benefits management, and employee relations management.

Human resource planning was at medium level. This is because 1) the medium and long-term human resources planning of colleges and universities is to guide the overall direction of human resources in the future, while the short-term planning of colleges and universities is to plan and monitor the implementation of the realistic human resources allocation of colleges and universities along the direction of medium and long-term planning, while the medium and long-term planning should be adjusted based on the adjustment of the development strategy of colleges and universities. Related to Liu Jie's concept. (2019, p.28) 2) The beginning of the academic circle to research human resource management to strategic human resource management. and others published the book *Managing Human Capital*, which is a landmark event in the emergence of strategic human resource management. Related to Beer's concept. (1984, p.10) 3) Under the guidance of top-level design, Guangxi universities attach great importance to digital human resource planning and improve the pace of digital transformation of human resource planning in Guangxi universities. This is basically consistent with the following research results: related to Chen Yi's concept. (2022, p.9) 4) at present, the digital means of human resource planning in Guangxi universities are insufficient. Many universities still use traditional methods to collect human resource planning data, and finally get the human resource planning according to the actual situation and leadership decisions. Related to Xing Zhouling and Zhou Wenbin's concept (2018, p.111. Liu Jie (2019, p.25) supported that human resource planning is the core criterion to diagnose the effect of human resource management, and it is also the inevitable choice to achieve organizational goals. Most of human resource planning stays at the quantity management level, and can not be promoted to the environment level, organization level and management activity level, this is bound to affect the reasonable and effective allocation and utilization of human resources.

Recruitment Management was at high level. This is because 1) Under the digital technology means such as big data analysis and artificial intelligence, universities in Guangxi can help human resource managers of universities and colleges to build the required talent portrait and knowledge map according to human resource planning, search the applicant information in the national talent database and recruitment platform of universities and colleges, make a quick comparison, make a matching degree assessment, and intelligent recommendation of

candidates with high matching degree. 2) In addition, it can also use digital technology to realize the management mode and process of the whole process of intelligent recruitment paperless. 3) In college recruitment risk prevention, it is proposed to improve the recruitment avoidance system, improve the examination confidentiality system and strengthen the supervision and accountability system. 4) Universities in Guangxi can use big data analysis tools to optimize recruitment processes, analyze employee performance, and predict talent demand trends. By collecting and analyzing large amounts of data on faculty and staff, colleges and universities are able to more accurately plan for human resources, identify talented people, and develop personalized career development plans. EbontaneNP,etc. (2020, p.123) pointed that under the traditional employee recruitment and resume screening mode, the human resources management department will not only spend a lot of time dealing with tedious routine work, but also cannot effectively control the accuracy of the work by relying solely on the subjective consciousness of the personnel specialist to analyze the materials and data, and its prediction accuracy and overall planning cannot be effectively guaranteed. It will also miss out on some excellent and potential talents. AI system can ensure the integrity and accuracy of data in the preliminary screening of resumes, and has good practical value in the large-scale recruitment process. Yu Yazhong (2020, p.72) thought that human resources departments should be free to exercise their functions without undue interference, and good recruitment and selection teams should be set up to conduct selection work to avoid favoritism, waste of resources and improper recruitment. Cui Jianwu (2022, p.48) proposed to improve the recruitment avoidance system, improve the examination confidentiality system and strengthen the supervision and accountability system in the risk prevention of college recruitment. Feng Xumeng (2022, p.118) It is proposed that the training and assessment based on digital technology can completely show the basic working ability and personality characteristics of employees, provide a basis for the subsequent post allocation and post adjustment, and help to maximize the value of employees.

Training and Development was at high level. This is because 1) National policy support: At the national level, the Chinese government has taken education informatization as a part of the national strategy, and has emphasized strengthening the application of information technology in the field of education in a number of

policy documents. For example, policy documents such as the "Ten-year Development Plan for Education Informatization" clearly put forward the goals and tasks of promoting education informatization, and provide guidance for the digital transformation of colleges and universities. In addition, the state also provides financial support for the digital construction of colleges and universities through financial allocations and tax incentives.

2) Talent training programs: Local governments may also cooperate with colleges and universities to jointly launch talent training programs, such as young teacher training programs and academic leader training programs. These programs aim to accelerate the growth and development of university teachers by providing funding and training opportunities, and cultivate more teaching and research backbone for universities.

3) Digital HRMS supports online training and assessment, enabling universities in Guangxi to provide more flexible and diversified training resources.

4) Limited training and development opportunities, unable to meet individual needs: Guangxi universities have relatively little investment in human resource management, resulting in limited training and development opportunities for faculty and staff. Sun Zhong (2022, p.50) supported that the application of digital technology can effectively alleviate the problem of the shortage of training personnel -- using artificial intelligence training methods, such as intelligent voice assistant, intelligent robot training, etc., to optimize the training process and training efficiency; On the other hand, AI technology helps to mobilize the interest of training employees, attract the attention of employees, and obtain better training or continuing education results. Yu Yazhong (2020, p.73) put forward that teacher training in colleges and universities is usually organized by the school personnel department or teacher development center. Affected by various factors such as personnel and funds, it is difficult to obtain the opinions of all teachers in the formulation of training programs, the establishment of training contents and the selection of training methods, and teachers, as the subject of training, often present themselves as "educated". The lack of effective information exchange and communication leads to the mismatch between the training content and the information development needs, and the conflict between the training time and the course teaching. Li Yazhen, wang xu (2020, p.168) that colleges and universities should fully implement the "teacher on this" training work concept, always improve teacher informatization ability and career development as the starting point and the

foothold of teachers training, build a intrinsic incentive nature of teaching environment, reform teachers training.

Performance Evaluation was at high level. This is because 1) Performance management is an important part of human resource management. Universities in Guangxi will establish a set of scientific performance evaluation system, including goal setting, mid-term inspection, year-end evaluation, feedback and guidance. Through these standardized processes, the school can objectively evaluate the work performance of employees and provide a basis for salary adjustment, job promotion, career development, etc. 2) Systematic performance management tools can help universities in Guangxi set clear work goals, track the work progress of employees, and conduct objective performance evaluation. This helps to improve employee motivation and the overall performance of the organization. 3) Digital technology can help colleges and universities realize real-time monitoring and evaluation of employee performance. Through data analysis, managers can more accurately understand the work performance of employees, timely feedback and guidance, so as to improve work efficiency. 4) AI systems can collect and analyze performance data from teachers and administrators, providing more objective assessments. Analytics tools based on big data can also spot patterns and trends in employee performance, helping managers develop personalized development plans. Xing Zhuling (2019, p.58) supported that performance management refers to the implementation of a dynamic communication and continuous improvement process based on the agreement reached between university administrators and faculty members. It is a systematic thinking of organizational performance by managers in order to achieve organizational strategic goals. Yu Yazhong (2020, p.73) pointed out that it mainly includes the setting of performance objectives, performance appraisal, performance evaluation, performance feedback and so on. AI technology is used to improve the existing employee performance appraisal system of the enterprise and score employees according to the completion of their job tasks, so as to ensure that excellent employees and employees with high enthusiasm can get enough space for growth. Jia Lijuan (2017, p.133) showed that performance evaluation is an indispensable central link for organizational management, decision-making and control. It is an important means to improve the efficiency of organizational management and improve work, an important way for teachers to improve their work

and seek development, and an important basis for all links in the human resource management system.

Salary and Benefits Management was at high level. This is because

- 1) Compensation and benefit management is one of the key factors to attract and retain talents. Universities in Guangxi will formulate reasonable salary system and welfare policies according to relevant national and local policies. These processes include salary structure design, salary survey, benefit plan development, regular salary adjustment, etc., to ensure that the school's salary and benefits are competitive and comply with the requirements of laws and regulations.
- 2) Digital HRMS helps universities in Guangxi realize intelligent management of salary and welfare, automatically calculate salary, bonus, social security, etc., and ensure the accuracy and timeliness of salary payment. At the same time, the system can automatically adjust the salary structure according to policy changes, reducing the workload of the human resources department.
- 3) Information security risks: With the improvement of informatization, the salary and welfare management of universities in Guangxi may face information security risks, and it is necessary to strengthen information security safeguards.
- 4) The policy support of the national and local governments provides a favorable external environment for the digital transformation of salary and benefit management in universities and colleges in Guangxi. Through the implementation of these policies, universities in Guangxi can obtain necessary resources and guidance, accelerate the digitization process of salary and welfare management, and improve management efficiency and quality. Related to the concept of Zhu Dong. (2020, p.92), the compensation and benefit management system can provide comprehensive support in the fields of compensation and benefit formulation and performance appraisal, so as to achieve diversified compensation and benefit management to meet the needs of the company's plan, reasonable allocation of funds and effective reimbursement and other compensation and benefit management. Jin Liu (2020, p.57) supported that the salary and benefit management system can also provide the approval process management function of the company's salary and benefit management, fully ensure the integrity of the company's salary and benefit management, improve the salary and benefit management level of colleges and universities, in order to achieve efficient human resource management. Liu Junzhen, Yan Tonghui, Lu Yuqi, Jiang Chaoying (2023, p.23)

Salary and welfare management refers to that, in addition to choosing personalized salary mix and welfare plan according to employees' preferences, enterprises can also seek the "optimal solution" of salary design and incentive through artificial intelligence technology.

Employee Relations Management was at Medium level. This is because 1) In order to maintain good employee relations, colleges and universities in Guangxi have established a set of employee management system based on national and Guangxi laws and policies, combined with the actual situation, including labor contract management, labor dispute handling, and employee complaint mechanism. These processes help protect the legitimate rights and interests of employees, prevent and resolve labor disputes, and maintain the harmony and stability of the campus. 2) The digital system can help universities in Guangxi ensure the compliance of human resource management regulations and reduce compliance risks by automatically updating changes in laws and regulations and reminding contract expiration. 3) Digital systems can monitor and analyze employee behavior data to identify potential violations or moral hazard. At the same time, they can help universities ensure compliance with labor laws and education regulations and reduce legal risks. 4) Digitalization can automate the collection and analysis of employee feedback to provide real-time insights. Through speech recognition and text analysis, digitization can help quickly process large amounts of survey data, identify key issues of concern to employees, and help management strategize accordingly. Through real-time analysis of social media, survey responses, and other relevant data, AI can help university management understand employee satisfaction and engagement. This insight enables managers to respond to employee needs and issues in a timely manner, increasing employee loyalty and job satisfaction. Related to the concept of Li Qing, Liu Lingling, Huang Liangxiong (2015, p.51) , employee relationship refers to the sum of cooperation, conflict, power and power relationship between the organization, managers and employees, which is caused by the interests of both parties, and is affected by technology, economy, legal system, social and cultural background and policies in a certain society. Cheng YanYuan (2008, p.9) pointed out that employee relationship management is a management means to provide employees with "intangible services", which runs through all aspects of human resource management. Focusing on employee relations, she emphasizes the flexible

and incentive communication between enterprises and employees, focuses on improving employee satisfaction, pursues the harmonious relationship between the two, and encourages employees to "wholeheartedly" identify with the organization and serve the organization. Guo Liyong (2015, p.7) mentioned that employee relationship management is a management process in which enterprises and employees meet the needs of both sides, improve productivity and work quality, and promote each other to achieve economic benefits.

Part 2: the strategies for human resource management in the digital era for Guangxi universities

The strategies for human resource management in the digital era for Guangxi universities in six aspects, which contain 56 measures. There are 8 measures for improving human resource planning, 11 measures for developing recruitment management, 8 measures for promoting training and development, 10 measures for supporting performance evaluation, 10 measures for enhancing salary and benefits management, and 9 measures for solving employee relations management.

For improving human resource planning, this study proposes 8 measures, of which measure 4 and 5 are the most valuable, which the researcher will express in detail below.

The fourth measure is "Improving human resource management system". Human resource management systems are key to ensuring effective recruitment, staff development, performance evaluation and retention. However, when there are defects in this system, such as cumbersome process design, low operation efficiency, or lack of flexibility and adaptability, it will seriously affect the implementation effect of human resource planning. For Guangxi colleges and universities, this problem is particularly prominent, because it directly affects the core competitiveness of Guangxi colleges and universities. An imperfect human resource management system may lead to many problems. First of all, the cumbersome process often leads to recruitment delays, making colleges and universities lose their advantages in the fierce talent market competition, and it is difficult to attract and hire the right talents in a timely manner. Second, inefficiencies can cause HR departments to spend too much time dealing with day-to-day tasks and not focus on more important tasks such as strategic planning and employee development. In addition, if the

management system lacks modern tools and technical support, such as artificial intelligence and data analysis, the accuracy and science of talent management and decision-making will be greatly reduced. Li Jinsheng, Zhao Shuming (2021, p.67) supported that universities in Guangxi need to conduct a comprehensive review and reform of the existing human resource management system. This may include streamlining and optimizing the recruitment process, reducing unnecessary administrative elements, and automating and digitizing the process. At the same time, the introduction of advanced human resource management software and technology can improve the speed and accuracy of data processing, and help managers better carry out human resource planning and analysis. Liu Jie (2019, p.32) proposed that the human resources planning of colleges and universities should be based on the analysis of the development strategy and its internal and external environment from the medium and long-term planning of three to five-year plan and the short-term plan of one year and less.

The fifth measure is “Improving to provide data analysis and decision support”. In the digital age, HR system is not just a simple recording and storage tool, it is more endowed with the function of providing in-depth data analysis and decision support. If Guangxi universities want to be invincible in the fierce talent competition, they must improve the ability of digital human resource system to better serve data analysis and decision making. First of all, improving the digital HR system means a comprehensive upgrade and optimization of the system. This includes introducing more advanced technology architectures, enhancing data integration and processing capabilities, and optimizing user interfaces and interactive experiences. Through these measures, we can ensure that the system can efficiently collect, store and process large amounts of human resource data, providing a solid data foundation for data analysis. Second, optimizing data analysis capabilities is key. Universities in Guangxi need to make use of advanced data analysis technologies, such as data mining and machine learning, to conduct in-depth mining and analysis of human resources data. This can help universities find hidden patterns and trends behind the data, providing strong support for decision-making. At the same time, universities also need to establish a data-driven decision-making culture and encourage management and decision makers to make decisions based on data analysis results to improve the scientific and accuracy of decisions. In addition,

strengthening decision support is also an important part of enhancing the digital human resources system. Colleges and universities can use the data analysis results provided by the human resources system to provide customized decision-making suggestions and programs for the management. These suggestions can cover many aspects such as talent recruitment, staff training, compensation and benefits, and help colleges and universities to better formulate and execute human resource strategies. At the same time, colleges and universities can also find and solve possible human resources problems in time through the real-time monitoring and early warning function of the system to ensure the steady development of the organization. Xing Zhouling, Zhou Wenbin (2018, p.110) came up with Improving the digital human resource system to optimize data analysis and decision support is an important task for universities in Guangxi in the digital age. The implementation of measures such as comprehensively upgrading the system, optimizing the data analysis function and strengthening the decision-making support ability can promote the continuous improvement of the human resource planning level of colleges and universities, and provide a strong guarantee for the sustainable development of organizations. Chen Yi (2022, p.9) proposed that the combination of data and facts is fundamental to the application of big data technology in human resource management. Under the guidance of this idea, the construction of human resource planning mode will also get a strong boost. The human resource management department can scientifically collect, summarize and sort out the information of various departments and employees of the enterprise, and then analyze the ability and current situation of employees with the assistance of technical means. Li Lingxiao (2019, p.38) proposed that the study of domestic scholars' job satisfaction began in the 1970s. Compared with foreign scholars, it started late, and systematic research on the factors of job satisfaction was even more lagging. Xu Liancang and others who started the earliest job satisfaction research in my country.

For developing recruitment management, this study proposes 11 measures, of which measures 3, 5 and 9 are the most valuable, which the researcher will express in detail below.

The third measure is “**Developing standardized recruitment procedures and systems**”. In order to ensure the standardization and efficiency of recruitment activities, universities in Guangxi have actively built a set of scientific and

standardized recruitment procedures and systems under the guidance of superior documents. This is not only the in-depth implementation and execution of superior documents, but also the specific refinement and optimization of recruitment work. First of all, according to the guiding spirit of the superior documents, Guangxi colleges and universities have clarified the overall goals and requirements of the recruitment work. This includes the guiding ideology of recruitment activities, basic principles, and the expected results to be achieved. Through the accurate grasp of these contents, colleges and universities can ensure that the direction of recruitment work is correct and in line with the requirements of superior documents. Secondly, universities have formulated detailed recruitment procedures within the framework of superior documents. This includes the development of the recruitment plan, the analysis of job needs, the release of recruitment information, the screening of candidates, the interview and assessment, and the final personnel recruitment and other links. Each link has clear operating steps and requirements to ensure the orderly conduct of recruitment activities. In addition, Guangxi universities also pay attention to the continuous optimization of recruitment processes and systems. With the change of external environment and the in-depth development of recruitment work, universities will regularly evaluate and adjust the recruitment process and system to adapt to the new situation and needs. This continuous optimization process can not only improve the efficiency and quality of recruitment work, but also provide a strong guarantee for the long-term development of colleges and universities. Sun Bo (2020, p.33) thought that under the guidance of superior documents, the unit has established a set of scientific and standardized recruitment procedures and systems. This is not only the in-depth implementation and execution of superior documents, but also the specific refinement and optimization of recruitment work. Through the implementation of this process and system, universities can ensure the standardization and efficiency of recruitment activities, and provide a solid talent guarantee for the development of the organization. Hao Zhijie (2014, p.22) pointed out that the recruitment of college teachers should build an "open, fair and just" environment, form a "merit-based selection" system, and clarify the seriousness and rigor of the recruitment work. He Yonggui, Jiang Shasha. (2020, p.56), etc., verified the relationship between the cultural atmosphere and job satisfaction of the school's cultural atmosphere and job satisfaction by the structural equation model method.

The fifth measure is “Improving the policy of attracting high-level talents”. With the continuous development of knowledge economy, high-level talents have become the core force to promote scientific and technological innovation, teaching quality improvement and discipline construction in Guangxi universities. In order to attract and retain these high-level talents, Guangxi colleges and universities must constantly improve their talent introduction policies. First of all, Guangxi universities need to clarify the definition and standards of high-level talents. This involves many aspects such as subject field, academic achievement, innovation ability and practical experience. Through clear definitions and standards, colleges and universities can carry out more targeted talent introduction work to ensure that the introduced talents truly meet the development needs of the school. Secondly, universities need to develop attractive preferential policies. This includes the provision of competitive salaries, generous welfare benefits, good working environment and scientific research conditions. At the same time, universities can also set up special funds to support the scientific research activities and academic exchanges of high-level talents, so as to further stimulate their work enthusiasm and innovation ability. In addition, universities should establish and improve the evaluation and incentive mechanism of high-level talents. Through the establishment of a scientific evaluation system, the work performance of high-level talents is objectively and fairly evaluated, and the corresponding rewards and promotion opportunities are given according to the evaluation results. The establishment of this evaluation and incentive mechanism can not only stimulate the enthusiasm and creativity of high-level talents, but also promote the improvement of the overall academic level of the school. Finally, universities need to continuously improve the follow-up service of talent introduction. This includes providing thoughtful life support services for high-level talents and solving their worries to ensure that they can fully devote themselves to teaching and research work. Li Yue. (2021, p.66) came up with deepening and perfecting the policy of introducing high-level talents is the key measure for Guangxi universities to improve their overall academic level and competitiveness. By clarifying the definition of talents, formulating preferential policies, establishing evaluation and incentive mechanisms, strengthening international cooperation and improving follow-up services, universities can attract more high-level talents to contribute to their development. Wang Wei (2023, p.23)

proposed that according to the strategic development needs of colleges and universities, colleges and universities should actively seek for various ways and media to match the talents and fill the gap of existing jobs. This is the personnel recruitment work carried out by major institutions, namely personnel recruitment. Wang Haiwen (2018, p.600), etc., adopted the meta-analysis method to explore the relationship between emotional work strategy and job satisfaction. Among the two typical emotional work strategies, the surface performance is significantly negatively related to job satisfaction. job satisfaction is significantly positive.

The ninth measure is “Supporting digital management methods”. With the rapid development of information technology, digital means has become an important tool to improve the efficiency and effect of recruitment management. Universities in Guangxi should actively support and promote the application of digital means in recruitment management, so as to adapt to the rapid changes in the talent market and meet the growing demand for talents in schools. First, digital means can significantly improve the efficiency of recruitment management. By adopting technologies such as automated resume screening, online testing, and interviewing, colleges and universities can significantly reduce the time spent manually processing resumes and scheduling interviews, while improving the accuracy of screening and interviewing. This will not only reduce the workload of the recruitment staff, but also ensure that more excellent applicants are considered in a timely and fair manner. Secondly, digital means can enrich the means and content of recruitment management. Universities can use big data and artificial intelligence technology to deeply mine and analyze recruitment data to more accurately understand the background, ability and potential of candidates. At the same time, universities can also expand the coverage of recruitment information through social media, online recruitment platforms and other channels to attract more outstanding talents who meet the needs of schools. In addition, digital means can improve the transparency and fairness of recruitment management. By Posting recruitment information, interview results and recruitment lists online, universities can ensure that the recruitment process is open and transparent, reducing the possibility of human intervention and underhand manipulation. This can not only enhance the applicant's trust in the university, but also improve the image and reputation of the school. At the same time, universities need to provide necessary support and guarantee for the

implementation of digital recruitment management. This includes investing sufficient funds and resources for the research and development and application of digital technology, strengthening the training and education of digital recruitment management, and establishing perfect digital recruitment management processes and norms. Through the implementation of these measures, universities can ensure that digital means play a maximum role in recruitment management. Han Ye (2019, p.89) pointed out that universities should actively support and promote the application of digital means in recruitment management. Through the implementation of measures such as improving the efficiency of recruitment management, enriching the means and contents of management, improving transparency and fairness, and providing necessary support and guarantee, colleges and universities can further improve the level and effect of recruitment management, and provide a solid talent guarantee for the development of schools. YuYa (2020, p.72) proposed in the traditional staff recruitment and resume screening mode, human management department will not only spend a lot of time to deal with tedious transactional work, and the accuracy of the work cannot get effective control alone by the personnel commissioner of subjective consciousness of data and data analysis, the prediction accuracy and the overall planning can be effectively guaranteed, will miss some good, have potential for development. The AI system can ensure the integrity and accuracy of the data in the initial screening of resumes, and has good practical value in the large-scale recruitment process. Han Jing (2019, p.53) based on the practice process of human resource management, this paper discusses its influence on employees' work attitude and behavior. Based on the research of relevant theories, this paper constructs a relationship model with three dimensions of HRM intensity (uniqueness, consistency and consensus) as an annual variable, employee innovation behavior as result variable, organizational support as mediating variable, and self-efficacy as moderating variable.

For promoting training and development, this study proposes 8 measures, of which measures 3 and 6 are the most valuable, which the researcher will express in detail below.

The third measure is “Promoting the training mode”. With the rapid development of education and the deepening of higher education reform, it is urgent for universities in Guangxi to optimize and improve the training mode to meet the needs of teachers and administrators to continuously improve their professional

quality and ability. Therefore, universities in Guangxi should increase diversified training modes to stimulate the learning motivation of teachers and administrators and promote their professional growth. First of all, universities in Guangxi can learn from advanced training concepts and models at home and abroad, and develop training programs with local characteristics in combination with the actual situation of the university. These projects can cover teaching skills, scientific research methods, management skills and other aspects, aiming to improve the comprehensive quality and professional skills of teachers and managers. Secondly, universities should establish flexible and diverse training methods. In addition to the traditional face-to-face teaching mode, online learning, workshops, seminars and other forms can be used to meet the learning needs and schedules of different people. At the same time, colleges and universities can also encourage teachers and administrators to participate in academic exchange activities at home and abroad to broaden their horizons and enhance their academic literacy. In addition, Guangxi colleges and universities should pay attention to the evaluation and feedback of training effect. By collecting the opinions and suggestions of teachers and administrators on training regularly, the content and methods of training are adjusted in time to ensure the maximum effect of training. At the same time, colleges and universities can also establish an incentive mechanism to link the training results with the promotion and evaluation of teachers, so as to stimulate the enthusiasm of teachers to participate in training. Finally, universities should strengthen cooperation and exchanges with external institutions to jointly promote the innovation and development of training models. Through cooperation with other universities, scientific research institutions, enterprises and other units, share high-quality training resources, broaden training channels and improve training quality. Ke Yifan (2020, p.69) came up with enriching the training mode of Guangxi colleges and universities is an important way to promote the professional growth of teachers and administrators. By learning from advanced ideas, establishing flexible and diverse training methods, attaching importance to evaluation and feedback of training effects, and strengthening external cooperation and exchanges, universities in Guangxi can build training brands with local characteristics and provide strong support for the professional growth of teachers and administrators. Wu Junqi, Zhao Mengqi, Zhou Sihui etc. (2020, p.68) puts forward that from the perspective of training content, the training content of

teachers in colleges and universities is roughly the same, covering teachers' ethics, education theory, teaching reform, scientific research, innovation and entrepreneurship, career development, ideological and political courses, etc. There are too many training theories, less connection with teaching practice, and the information characteristics are not prominent. From the perspective of content design, the content design of teacher training in colleges and universities continues the course design system of the National College Teacher Network Training Center of the Ministry of Education. There are not many contents reflecting the personalized characteristics of young teachers and improving the level of information ability, and the fit between information technology and training content is not enough.

The sixth measure is “Supporting to establish teacher training bases in cooperative enterprises”. With the rapid development of knowledge economy and the deepening of higher education reform, universities in Guangxi are more and more aware of the importance of cooperation with enterprises. In this context, universities in Guangxi actively support and promote the establishment of teacher training bases to further promote the deep integration of production, learning and research, and enhance the professional quality and practical ability of teachers. First of all, the establishment of teacher training bases under the background of school-enterprise cooperation is conducive to resource sharing and complementary advantages. Colleges and universities have rich teaching resources and scientific research strength, while enterprises have advanced production technology and rich practical experience. Through the establishment of teacher training bases, colleges and universities can make full use of the resources and advantages of enterprises to provide teachers with more extensive and in-depth practice opportunities, so that they can grow and improve continuously in practice. Secondly, the establishment of teacher training bases helps to promote the deep integration of production, learning and research. By cooperating with enterprises to carry out practical teaching, scientific research projects and other activities, teachers can have a deeper understanding of the actual needs and development trends of enterprises, transform scientific research results into actual productivity, and promote technological innovation and industrial upgrading of enterprises. At the same time, enterprises can also obtain more talent support and intellectual support from colleges and universities to achieve benign interaction and common development of production, university and

research. In addition, universities in Guangxi also support the construction of teacher training bases as Bridges and links between universities and society. By cooperating with enterprises to carry out social services, personnel training and other activities, colleges and universities can better understand the needs and changes of society, timely adjust the direction of personnel training and professional Settings, and better serve the local economic and social development. Yang Qingping, Dai Wanliang, Li Hao (2022, p.85) pointed out that in the context of school-enterprise cooperation, colleges and universities actively support the establishment of teacher training bases, aiming to promote the deep integration of production, learning and research, improve teachers' professional quality and practical ability, and provide powerful talent guarantee and intellectual support for local economic and social development. LouTingTing (2019, p.127) believe that colleges and universities should combine new young teachers professional expertise and personality characteristics, focusing on talent training, education teaching and scientific research and other core content, steady implementation of "artificial intelligence +" teachers training plan, around the artificial intelligence demonstration teaching, simulation teaching and virtual teaching, simulation intelligence education special research, artificial intelligence teaching practice research and teachers intelligent education practice module, take "face-to-face interpretation + group discussion + training review", the form of inviting domestic well-known experts and scholars to carry out personalized special custom training program. Dongdong kang (2017, p.5) put forward corresponding suggestions. First of all, the question of whether education management is "teaching" should be redefined. The main theme of educational management research can only be grasped in the hands of educational writers or researchers with deep pedagogical skills.

For supporting performance evaluation, this study proposes 10measures, of which measures 4 and 5 are the most valuable, which the researcher will express in detail below.

The fourth measure is "Improving fairness". As an important part of university management, performance evaluation plays a vital role in stimulating teachers' enthusiasm, improving teaching quality and scientific research level. However, in reality, there are some problems in the performance evaluation in some colleges and universities, such as fuzzy evaluation standards, opaque procedures and

unfair results, which not only affects the enthusiasm and work motivation of teachers, but also damages the reputation and image of colleges and universities. Therefore, to improve the fairness of performance evaluation in Guangxi universities has become one of the important tasks of the current university management reform. First of all, it is necessary to clarify the purpose and standards of performance appraisal. Colleges and universities should make it clear that performance evaluation is to motivate teachers to perform their duties better, improve work quality and efficiency, rather than simply reward and punish. At the same time, performance evaluation standards should be specific, clear, quantifiable, and avoid subjective assumptions and biases. Secondly, we should improve the procedure and mechanism of performance evaluation. Colleges and universities should establish and improve the organizational structure and work flow of performance evaluation to ensure that the evaluation process is open, transparent and fair. At the same time, we should establish a variety of evaluation methods, including self-evaluation, peer evaluation, student evaluation, etc., in order to evaluate teachers' work performance comprehensively and objectively. In addition, the feedback and application of performance appraisal results should be strengthened. Colleges and universities should timely feedback the evaluation results to teachers, point out the existing problems and shortcomings, and provide suggestions and guidance for improvement. At the same time, the results of performance evaluation should be linked with the promotion and reward of teachers to form an effective incentive mechanism. Finally, it is necessary to establish and improve the supervision and appeal mechanism of performance evaluation. Colleges and universities should strengthen the supervision and inspection of the performance evaluation process to ensure the fairness and accuracy of the evaluation results. At the same time, a complaint mechanism should be established to provide channels and ways for teachers to protect their legitimate rights and interests. Liu Guanhua (2016, p.114) thought that to improve the fairness of university performance evaluation is a systematic project, which requires universities to build a fair and transparent performance evaluation system from many aspects. Through the implementation of measures such as clarifying evaluation purposes and standards, improving evaluation procedures and mechanisms, strengthening feedback and application of results, and establishing supervision and appeal mechanisms, the

fairness and effectiveness of performance evaluation can be promoted continuously, providing a strong guarantee for the development of colleges and universities and the growth of teachers. Chen Shuwen, Qiao Kun. (2019, p.81) is put forward, performance evaluation is a system engineering, involves the strategic target system and its target responsibility system, index evaluation system, evaluation standard and evaluation method and other content, its core is to promote the improvement of enterprises, unit profitability and the comprehensive strength, its essence is to do it, make the human resources role to the extreme. Lin Yan (2024, p.51) pointed that driven by artificial intelligence, college education management shows a modern, humanistic, flexible and complex evolution, which effectively improves the effectiveness of education and teaching and the advanced nature of business management. However, the integration of artificial intelligence and college education management still faces difficulties in mechanism construction, education concept, teaching method, and education model.

The fifth measure is “Improving the monitoring and management”. In the performance evaluation work of Guangxi colleges and universities, the strengthening of monitoring and management is very important. This is not only related to the fairness and accuracy of the evaluation results, but also responsible for the enthusiasm of teachers and the overall development of the school. Therefore, to improve the monitoring and management level in the performance evaluation process of Guangxi colleges and universities is a key measure to ensure the effective operation of the evaluation and improve the quality of teachers' work. First, establish and improve the supervision mechanism of performance evaluation. Colleges and universities should set up special supervisory bodies or committees, responsible for the overall supervision of performance evaluation work. At the same time, the supervisory body should regularly review and evaluate the performance appraisal work, find problems and put forward rectification suggestions in time to ensure the standardization and fairness of the appraisal work. Second, strengthen the information disclosure and transparency in the performance evaluation process. Colleges and universities should establish an information disclosure system to disclose key information such as standards, procedures and results of performance evaluation to teachers and the society in a timely manner. In addition, colleges and universities should strengthen the training and management of performance

evaluation staff. Performance appraisal involves many links and aspects, requiring staff to have high professional quality and responsibility. Finally, colleges and universities should establish and improve the feedback and improvement mechanism of performance appraisal. Performance appraisal is a continuous improvement process, which needs to constantly sum up experience, find problems and improve. Therefore, colleges and universities should establish effective feedback channels and improvement mechanisms to encourage teachers and all walks of life to put forward opinions and suggestions on performance evaluation. At the same time, colleges and universities should also regularly reflect on and summarize the performance evaluation work, find problems and timely rectification, and constantly improve and optimize the evaluation system and work flow. Jia Lijuan (2017, p.45) came up with improving the monitoring and management level in the process of performance evaluation is a systematic project, which needs to start from many aspects and build a comprehensive and systematic supervision system. By establishing and improving the supervision mechanism, strengthening the information disclosure and transparency, improving the quality of staff, establishing feedback and improvement mechanism and other measures to promote the standardization, fairness and efficiency of performance appraisal. Jiang Ping (2017, p.87) emphasized the coordinating role of strategy, structure and culture. Only by the interaction of the three and the combination of incentive and resource allocation can the road of university innovation be realized. Zhao Hongxia, Wang Guotao, Ding Tianwei, Yang Qingping (2022, p.21) followed the rooted theory program, the paper concludes that platform-based human resource management is a construct model composed of the main categories of "platform empowerment", "self-management" and "ecological governance", and develops a platform-based human resource management scale containing 21 items. Empirical tests show that the scale has good reliability and validity.

For enhancing salary and benefits management, this study proposes 10 measures, of which measures 3 and 5 are the most valuable, which the researcher will express in detail below.

The third measure is “Enhancing digital salary system to improve the efficiency and effect”. With the rapid development of information technology, digitization has penetrated into all walks of life, bringing unprecedented convenience

and efficiency to all kinds of business and management activities. In this context, in order to further improve the efficiency and effect of salary management, universities in Guangxi develop and introduce digital salary system. Digital wage system is an advanced management tool based on information technology, which can transform the traditional manual wage accounting and payment process into an automated and intelligent digital processing process. Such a system can not only greatly improve the efficiency of salary management, reduce human errors and cumbersome paper work, but also ensure the accuracy and timeliness of salary data and provide powerful data support for university decision-making. First of all, digital payroll system can realize the automation of salary accounting. Through the built-in accounting rules and algorithms, the salary of each teacher can be calculated automatically, avoiding the calculation errors and omissions that may occur in the traditional manual accounting. Secondly, the digital wage system can realize the convenience of salary payment. Through the built-in bank interface of the system, the automatic payment of salaries can be realized, greatly shortening the payment cycle and improving the efficiency of teachers' fund utilization. At the same time, the system can also provide a variety of payment methods, such as electronic payroll, mobile banking, etc., which is convenient for teachers to check the salary information anytime and anywhere. In order to ensure the smooth operation and sustainable development of the digital salary system, Guangxi universities also need to take a series of safeguard measures. First, we should strengthen the security protection of the system to ensure the security and confidentiality of teacher salary data. Second, we should strengthen the maintenance and upgrade of the system to ensure the stability and functionality of the system. Sun Haiyi (2014, p.187) pointed out developing digital wage system is an important way to improve the efficiency and effect of salary management in Guangxi universities. The implementation of measures such as automation of salary accounting, convenience of salary payment and in-depth analysis of salary data can promote the overall improvement of the salary management level of the school, and provide a strong guarantee for the growth of employees and the development of the school. Zhu Dong. (2020. p.92) believed that the compensation and welfare management system can provide comprehensive support in the fields of compensation and welfare development and performance appraisal, so as to realize diversified compensation and welfare management to

meet the needs of the company's planning, reasonable allocation of funds and effective reimbursement. Xu Bin (2023, p.1-3) discussed firstly the research background and significance, the meaning, formation and development, characteristics, content and methods of process management.

The fifth measure is “Promoting the salary and welfare incentive mechanism”. In the process of the development of universities in Guangxi, the improvement of salary and welfare incentive mechanism is of great significance to stimulate teachers' work enthusiasm, improve job satisfaction and retention rate. A comprehensive, fair and sustainable compensation and welfare incentive mechanism can not only meet the basic needs of teachers, but also motivate them to achieve better results in teaching and scientific research. Therefore, Guangxi colleges and universities should start from many aspects to improve the incentive mechanism of salary and welfare. First of all, Guangxi universities need to establish a salary and welfare system that is in line with the market. Through comparative analysis with universities in the same industry and in the same region, we can understand the market salary level and ensure that the salary and welfare level of our school has a certain competitiveness. At the same time, according to the teachers' work performance, contribution degree and other factors, the implementation of differentiated pay distribution to reflect fairness and incentive. Secondly, Guangxi colleges and universities should pay attention to non-material salary incentives. In addition to the basic salary and benefits, colleges and universities can also give teachers more non-material incentives by providing training opportunities, promotion opportunities, honorary titles and other ways. These incentives can meet the professional development and personal growth needs of teachers and improve their job satisfaction and loyalty. This can not only stimulate the enthusiasm of teachers, but also promote the overall performance of colleges and universities. Finally, universities in Guangxi should strengthen communication and feedback with teachers. Timely understand the needs and expectations of teachers, and constantly adjust and optimize the compensation and welfare incentive mechanism to ensure that the incentive mechanism can really play a role and meet the expectations and needs of teachers. Zhang Yaping (2020, p.16) came up with improving the incentive mechanism of salary and welfare is a systematic project, which needs to build a comprehensive, just and sustainable incentive system from many aspects. Through

the implementation of measures such as integrating with the market, focusing on non-material compensation incentives, establishing a sound performance appraisal mechanism, ensuring the sustainability and stability of the incentive mechanism, and strengthening the communication and feedback between employees. The empirical research results of Chinese scholar Cui Hu and Zhang Guixiao (2014, p.77) show that the variables related to incentive mechanism have a significant impact on the scientific research ability of universities. From the time series, there is a significant relationship between incentive mechanism and scientific research ability. Yu Yazhong (2020, p.87) proposed that human resource management is one of the important links in the operation and management of state-owned enterprises. The introduction of AI technology into the human resource management of state-owned enterprises will promote the traditional human resource management mode to make profound changes from many aspects.

For solving employee relations management, this study proposes 9 measures, of which measures 6 and 8 are the most valuable, which the researcher will express in detail below.

The sixth measure is “Supporting technological innovation”. Employee relationship management plays an important role in colleges and universities, it is related to the teachers' job satisfaction, the cohesion of the team and the overall efficiency of the school. With the rapid development of science and technology, technological innovation has brought unprecedented opportunities for employee relationship management. Universities in Guangxi should keep up with The Times and significantly improve the efficiency of employee relationship management by supporting technological innovation. First of all, technological innovation helps Guangxi universities to build an intelligent employee relationship management system. With the help of advanced information technology and artificial intelligence algorithms, colleges and universities can build an intelligent platform integrating employee information management, communication and cooperation, and service support. Such a system can automatically process the basic information of employees, attendance records, salaries and benefits and other data, reduce the complexity and errors of manual operation, and ensure the accuracy and timeliness of information. Secondly, technological innovation helps to improve the communication efficiency among university employees in Guangxi. Traditional

communication methods such as face-to-face meetings, telephone notifications, etc., are often limited by time and space, and technological innovations such as instant messaging tools, online collaboration platforms, etc., can break these restrictions, allowing employees to communicate and collaborate effectively anytime and anywhere. This not only speeds up the transfer of information, but also facilitates knowledge sharing and experience exchange among employees, thereby improving the overall effectiveness of the team. In addition, technological innovation can also provide data support for university employee relationship management in Guangxi. Through the collection and analysis of various kinds of data in employee relationship management, universities can better understand the needs, preferences and behavior patterns of faculty and staff, and provide a strong basis for formulating more accurate and personalized employee care strategies. At the same time, data-driven decision-making can also reduce human subjective assumptions and biases, and improve the fairness and scientific nature of management decisions. Wang Xiaoyuan (2018, p.78) pointed out supporting technological innovation is an important way to improve the efficiency of employee relationship management. Through the implementation of intelligent employee relationship management system, improving communication efficiency and using data to support management decisions, employee relationship management can be promoted to a more efficient, convenient and humane direction. Guo Liyong (2015, p.21) mentioned that employee relationship management is a management process in which enterprises and employees meet the needs of both sides, improve productivity and work quality, and promote each other to achieve economic benefits. Hauffs, Alewelld, Katrinhansenn. (2017, p.726) pointed out that the intensity of human resource management cannot simply understand the strictness of the system or the intensity of human resource management. Peng Xiaoqin (2023, p.76) supported that the gradual deepening of the application of "Internet +", the management mode of higher education must also be adjusted accordingly to meet the application needs of "Internet +".

The eighth measure is "Solving to involve laws, regulations and regulatory requirements". Employee relationship management is a complex and sensitive task in universities because it involves compliance with numerous laws, regulations and regulatory requirements. These laws, regulations and regulatory requirements not

only involve basic laws and regulations such as labor law, social insurance Law, labor dispute mediation and arbitration Law, but also include policies and guidance issued by relevant departments such as education departments and human resources departments. Therefore, universities in Guangxi must fully understand and comply with these laws, regulations and regulatory requirements when solving the problem of employee relationship management, so as to ensure the harmony and stability of employee relationship. First of all, Guangxi colleges and universities need to establish a sound learning and training mechanism of laws and regulations. Regular legal and regulatory training is organized to improve the legal awareness and legal literacy of employee relations management personnel, so that they can accurately understand and grasp relevant laws, regulations and regulatory requirements, and ensure legal compliance in daily work. Secondly, universities in Guangxi need to establish a sound legal and regulatory mechanism to ensure that relevant laws, regulations and regulatory requirements can be followed when dealing with employee relations. In addition, Guangxi colleges and universities should also pay attention to the risk prevention and response of employee relationship management. Through the establishment of a sound risk assessment mechanism, legal risks and problems that may exist in employee relationship management can be found and assessed in a timely manner, and corresponding prevention and response measures can be formulated to ensure that problems can be properly handled in a timely manner to avoid legal disputes and adverse effects. Finally, Guangxi universities need to strengthen the supervision and assessment of employee relationship management. Through the establishment of a sound supervision and assessment mechanism, regular inspection and evaluation of employee relationship management work, found problems timely rectification, to ensure the quality and effect of employee relationship management work. At the same time, universities should also encourage employees to actively participate in employee relationship management, establish a smooth feedback channel for employees, timely understand the opinions and suggestions of employees, and constantly improve and enhance the level of employee relationship management. Chang Kai, Tao Wen (2016, p.45) considered that to solve the challenges of employee relationship management involving many laws, regulations and regulatory requirements, it is necessary to comprehensively improve the legitimacy and compliance of employee relationship management from the

aspects of legal and regulatory learning and training, legal and regulatory compliance, risk prevention and response, supervision and assessment, and provide a strong guarantee for building a harmonious and stable employee relationship. Yin Hang (2020, p.189) pointed out that colleges and universities are important places to train talents in our country, so every employee in colleges and universities has an impact on our education. In order to create a comfortable learning environment for students in colleges and universities and create a good learning atmosphere, colleges and universities are required to do a good job in human resource management. Li Qing, Liu Lingling, Huang Liangxiong. (2015, p.55) proposed that employee relationship is between the organization and managers and employees, and the interests of both parties is the sum of cooperation, conflict, strength and power relationship, and is influenced by technology, economy, legal system, social and cultural background and policies in a certain society. Ma Yueru, Guo Xiaowen (2020, p.90) selected It is precisely because the employees feel the approval and care of the organization that employees are willing to stay in the organization and give their own strength to achieve the organization's goals. Give and loyal. On the basis of Western research, Chinese scholars have proposed organizational support structure and dimensions that meet the Chinese background in response to the specific national conditions of China.

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

The researcher invited 15 experts to evaluate the strategies for human resource management in the digital era for 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 human resource management in the digital era for Guangxi universities in six aspects were at highest level with the values between 4.50 and 5.00, which means strategies for human resource management in the digital era for Guangxi universities are suitability and feasibility.

The strategy of improving human resource planning for strategies for human resource management in the digital era for Guangxi universities are suitability and feasibility. With the continuous development of higher education and the

gradual expansion of the scale of colleges and universities, the human resource planning of colleges and universities is facing unprecedented challenges and opportunities. First of all, the necessity of improving college human resource planning is reflected in many aspects. As an important base for cultivating future talents, the human resource planning of colleges and universities is directly related to the teaching quality, scientific research level and social service ability. By improving human resource planning, universities can more accurately predict and plan future talent needs, and ensure the coordinated development of discipline construction and teaching staff. At the same time, with the continuous improvement of the internationalization degree of colleges and universities, attracting and retaining international talents has become an important task of human resources planning of colleges and universities. In addition, universities also need to cope with challenges such as brain drain and ensure stable development of schools by improving human resource planning. Secondly, the feasibility of improving college human resource planning has also been fully proved. On the one hand, with the continuous improvement of human resource management theories and the accumulation of practical experience, colleges and universities can learn from and absorb advanced human resource planning concepts and methods, and carry out innovation and practice in combination with their own actual conditions. On the other hand, colleges and universities have abundant human resource management resources and professional talents, which can provide strong support for improving human resource planning. In addition, with the rapid development of information technology, colleges and universities can use advanced technologies such as big data and artificial intelligence to assist human resource planning and improve the efficiency and accuracy of planning.

Wang Xiaoyuan (2017, p.13) point out that universities should fully realize the importance of human resource planning, and continuously improve the level of human resource planning by strengthening theoretical research and practical exploration, strengthening the construction of talent team, and strengthening the construction of information technology, so as to provide a strong talent guarantee for the development of universities. Liu Jie (2019, p.46) pointed out that human resource planning is the core standard to diagnose the effect of human resource management, and also the inevitable choice to achieve organizational goals. ia

Jianfeng, Zhou Shunyi, Tang Guiyao (2017, p.12) believes that this series of attributes affect whether human resource management activities can pass clear and effective information, and they will also affect whether employees can perceive and accept this information.

The strategy of developing recruitment management strategies for human resource management in the digital era for Guangxi universities are suitability and feasibility. As one of the important regions in China, Guangxi's higher education has developed rapidly in recent years, and the number and scale of colleges and universities are constantly expanding. However, with the increasing competition of colleges and universities and the improvement of education quality, the recruitment management of colleges and universities in Guangxi is facing many challenges and opportunities. Firstly, the necessity of developing recruitment management in Guangxi universities is reflected in many aspects. On the one hand, recruitment is an important way for colleges and universities to introduce outstanding talents. Excellent teachers and management talents are crucial to the development of colleges and universities. On the other hand, recruitment management is also directly related to the reputation and image of colleges and universities. A fair, transparent and efficient recruitment process can attract the attention of more outstanding talents and enhance the visibility and attractiveness of universities. Secondly, the feasibility of developing university recruitment management in Guangxi has also been fully proved. On the one hand, colleges and universities in Guangxi already have certain experience and foundation of recruitment management, which can be further improved and developed on this basis. On the other hand, with the continuous standardization and specialization of human resource management in colleges and universities, universities in Guangxi can learn from and learn advanced recruitment management concepts and methods at home and abroad, and carry out innovation and practice in combination with their own actual conditions. In addition, Guangxi colleges and universities also have rich talent resources and broad talent market, which provides sufficient talent reserve and choice space for recruitment management.

Wang Wei (2023, p.76) supported that schools should fully realize the importance of recruitment management, and continuously improve the level of recruitment management by strengthening system construction, improving the level

of recruitment management, strengthening the introduction and cultivation of talents, and strengthening the construction of information technology, so as to provide a strong talent guarantee for the development of schools. O.C. Ferrer, Jefferecht, Ferrer, Hutt (2014, p.11) believes that recruitment refers to the enterprise according to the requirements of human resource management, through planning and work analysis, put forward personnel needs, and through the information release to find and select qualified personnel to participate in the recruitment, and select the personnel to meet the enterprise and job requirements to be employed. Wang Fang, Jiang Fengxiang. (2020, p.48). pointed out in the Internet era, big data technology has had a significant impact on the human resource management of enterprises. The traditional human resource management that relies on subjective evaluation no longer meets the requirements of the era of big data, and human resource management pays more attention to improving efficiency through data mining and analysis.

The strategy of promoting training and development strategies for human resource management in the digital era for Guangxi universities are suitability and feasibility. Colleges and universities as an important base for cultivating future talents, continuous learning and training has become the key to the sustainable development of individuals and organizations. First of all, the high adaptability of the development of training and development in Guangxi universities is reflected in its close integration with the regional characteristics of Guangxi, the needs of economic development and the characteristics of universities themselves. As a multi-ethnic and multi-cultural region, Guangxi has its unique characteristics in economic development, industrial structure and talent demand. Therefore, the training and development of colleges and universities in Guangxi should be closely combined with these actual conditions to meet the needs of local economic and social development. Secondly, with the increase of national attention and investment in higher education, colleges and universities in Guangxi have better material conditions and resource support, which provides a strong guarantee for training and development. In addition, with the rapid development of information technology, colleges and universities in Guangxi can use modern teaching methods such as online learning platforms and virtual laboratories to improve the effectiveness and efficiency of training and development.

Jiang Ping (2017, p.87) thought that colleges and universities should fully realize the importance of training and development, and continuously improve the quality and level of training and development by strengthening measures such as demand analysis, teacher team construction, integration with modern information technology, evaluation and feedback, so as to provide strong talent support for the sustainable development of education. Li Guoqiang. (2018, p.48) pointed out that AI has the unique advantages of not being limited by time and space, fast replication and transmission, and rich presentation effects. It can bring a new experience of intelligent "teaching" and "learning" to teachers and students, and provide a wide range of intelligent tools and information service platform for the training of teachers in colleges and universities. Li Miao. et al., (2019, p.169) used the students of college communities as the research object, and found that the transformational leadership behavior had a positive effect on the students' self -efficacy. The survey of Yang Chen, Tang Mingfeng, Jingyi. (2019, p.207) is agricultural scientific and technological personnel. The research results show that the sense of self -efficacy is negatively affecting occupational burnout and positive affecting personal accomplishment. The smaller the possibility, the stronger the possibility of a sense of personal accomplishment.

The strategy of supporting performance evaluation strategies for human resource management in the digital era for Guangxi universities are suitability and feasibility. In the current digital and information age background, university performance evaluation, as an important means to measure school development level, management efficiency and teaching quality, is facing the inevitable trend of changing from the traditional model to the digital model. First of all, the rationality of supporting the digital performance evaluation of Guangxi universities is that it can better adapt to the development trend of higher education. Secondly, traditional performance evaluation methods often rely on manual collection, sorting and analysis of data, which is not only heavy workload, low efficiency, but also easy to be affected by human factors, resulting in the accuracy and fairness of evaluation results are questioned. Through automated and intelligent data processing and analysis technology, performance evaluation in the digital era can greatly improve the accuracy and efficiency of evaluation, reduce the interference of human factors, and make the evaluation results more objective, just and comprehensive.

Liu Junzhen (2023, p.18) considered that by strengthening the construction of digital infrastructure, the integration and utilization of data resources, the research and application of digital performance evaluation technology, as well as personnel training and team building, the quality and level of digital performance evaluation work are constantly improved. Chen Shuwen, Qiao Kun. (2014, p.67) put forward, performance evaluation is a system engineering, involves the strategic target system and its target responsibility system, index evaluation system, evaluation standard and evaluation method and other content, its core is to promote the improvement of enterprises, unit profitability and the comprehensive strength, its essence is to do it, make the human resources role to the extreme. Performance appraisal is the core link of the performance management process, and it is a process in which both managers and employees comprehensively review and summarize the work performance in the assessment cycle. Li Guorong (2022, p.1-2) proposed out when interpreting the causes of the problems existing in the communication of human resource management in colleges and universities in Guizhou, we should further broaden the analytical thinking and perspective the common characteristics of the cultural psychology and thinking mode of Chinese people from the cultural background.

The strategy of enhancing salary and benefits management strategies for human resource management in the digital era for Guangxi universities are suitability and feasibility. In the context of fierce education competition and frequent flow of talents, salary and welfare management, as an important part of human resource management in universities, plays a vital role in attracting and retaining outstanding talents and stimulating the work enthusiasm and creativity of faculty and staff. First of all, to enhance the adaptability of salary and benefit management is reflected in its close integration with the actual situation and development needs of universities in Guangxi. As a region with rapid economic development and continuous upgrading of industrial structure, Guangxi's demand for higher education and talents is also constantly changing. The salary and welfare policy can not only guarantee the basic living needs of the staff, but also reflect the respect and recognition of the staff, so as to enhance the sense of belonging and loyalty of the staff. Secondly, the feasibility of enhancing the management of compensation and benefits has been supported by many aspects. On the one hand, with the continuous increase of

national investment in higher education, colleges and universities in Guangxi have better material conditions and resource support, which provides a strong guarantee for salary and welfare management. On the other hand, digital development promotes higher efficiency of salary and benefit management in Guangxi universities.

Zhang Ying, etc. (2022, p.36) indicated that through strengthening research and analysis, establishing a scientific salary system, improving the welfare system, strengthening communication and feedback, and using digital methods, we will continuously improve the level and effect of salary and welfare management, and provide strong support for attracting and retaining outstanding talents and promoting the sustainable development of the university. Zhu Dong. (2020, p.18) It is believed that the compensation and welfare management system can provide comprehensive support in the fields of compensation and welfare development and performance appraisal, so as to realize diversified compensation and welfare management to meet the needs of the company's planning, reasonable allocation of funds and effective reimbursement. Li Lingxiao (2019, p.38) proposed that the study of domestic scholars' job satisfaction began in the 1970s. Compared with foreign scholars, it started late, and systematic research on the factors of job satisfaction was even more lagging. Wang Haiwen (2018, p.600), etc., adopted the meta-analysis method to explore the relationship between emotional work strategy and job satisfaction. Among the two typical emotional work strategies, the surface performance is significantly negatively related to job satisfaction. job satisfaction is significantly positive.

The strategy of solving employee relations management strategies for human resource management in the digital era for Guangxi universities are suitability and feasibility. As an important position of talent training and social service, universities in Guangxi make use of digital technology to optimize employee relationship management to cope with the increasingly complex and changeable human resources challenges. Firstly, Guangxi colleges and universities have adaptability to solve the problems of employee relationship management in the digital age. The application of digital technology makes employee relationship management more efficient, convenient and accurate. Through big data analysis, cloud computing and other technical means, colleges and universities can more comprehensively understand the needs, expectations and behavioral characteristics

of employees, so as to formulate management strategies that are more in line with the actual needs of employees. At the same time, digital technology can also help colleges and universities quickly respond to the problems and feedback of employees, timely adjust management strategies, and enhance the stability and harmony of employee relations. Secondly, it is feasible for universities in Guangxi to solve the problem of employee relationship management in the digital age. With the deepening of digital construction, universities in Guangxi have already possessed certain digital infrastructure and data resources, which provide strong support for employee relationship management. Colleges and universities can rely on the existing digital platform to establish a perfect employee information management system to realize the real-time update and sharing of employee information.

Liu Junzhen etc. (2023, p.82) came up with that universities should make full use of digital technology to optimize employee relationship management, improve management efficiency and effectiveness, and provide strong support for building a harmonious and stable campus environment. Ding Jianze, Ding Hua. (2015, p.55) that employee relationship management is based on the organization of human resource management mechanism, through a variety of human resource management tools, actively build internal harmonious employee relations, efforts to maintain the positive psychological contract between organization and employees, for the healthy development of the organization and performance improvement provide powerful guarantee. Yin Hang (2020, p.189) pointed out that colleges and universities are important places to train talents in our country, so every employee in colleges and universities has an impact on our education.

Recommendations

Implications

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

Human Resource Planning Administrators should actively respond to the challenges brought by the digital age and apply digital technology to human resource planning to better meet the needs of school development and improve the efficiency and quality of human resource management. 1) Data-driven decision-making. 2) Intelligent management. 3) Personalized services. Universities in Guangxi

pay attention to providing personalized services for faculty and staff, such as career development planning, training plans, welfare benefits, etc. By understanding the needs and expectations of staff, schools can provide support and services that are more tailored to their personal development and enhance staff's sense of belonging and satisfaction.

Recruitment Management Administrators should actively embrace digital transformation in recruitment management to improve recruitment efficiency, optimize the talent selection process, and better meet the needs of school development. 1) The application of digital recruitment platform. 2) The assistance of data analysis and artificial intelligence technology. 3) The popularity of online interviews and remote recruitment. The digital age has made online interviews and remote recruitment possible, and universities in Guangxi have actively adopted these new recruitment methods.

Training and Development Administrators should actively adapt to digital transformation in training and development to innovate training methods, improve training results, and better meet the needs of school development. The application of training and development in the digital age in Guangxi universities is mainly reflected in the following aspects: 1) Universities in Guangxi generally adopt online learning platforms. 2) Guangxi colleges and universities actively integrate digital teaching resources. 3) Universities in Guangxi use data analysis tools to evaluate and monitor the training effects of employees in order to provide more accurate feedback and guidance.

Performance Evaluation Administrators should use digital tools to improve the efficiency and accuracy of performance reviews, as well as to make the process more fair and transparent. The following is the application of performance appraisal in Guangxi universities in the digital age. 1) Digital performance evaluation system, such as electronic performance management system and online evaluation platform, has been widely introduced in universities in Guangxi. 2) In the digital age, universities in Guangxi pay more attention to the design of data-driven performance indicators. 3) Guangxi colleges and universities have established online evaluation and feedback mechanism through digital performance evaluation system.

Salary and Benefits Management Administrators should adapt to digital transformation, aiming to improve management efficiency, optimize employee

treatment, and better meet the diverse needs of faculty. The application of salary and welfare management in Guangxi universities in the digital age is mainly reflected in the following aspects: 1) Through the introduction of digital salary management system, colleges and universities in Guangxi have realized the automation of salary accounting and management. 2) Through the digital benefit management system, faculty and staff can freely choose their own welfare programs according to their needs and preferences.

Employee Relations Management Administrators should improve the efficiency of employee relationship management, optimize employee communication channels, and better meet the needs of faculty and staff. The application of employee relationship management in Guangxi universities in the digital era is mainly reflected in the following aspects: 1) Universities in Guangxi have generally established digital communication platforms. 2) In order to reveal potential problems and trends, colleges and universities in Guangxi deeply dig and analyze employee relationship data through data analysis tools. 3) Guangxi colleges and universities manage staff files by digital means, and realize the electronic and information of files.

Future Researches

In the future, other researchers can conduct research in the following aspects according to the new human resource management theory and practice: 1) Artificial Intelligence and human resource management The application of artificial intelligence technology in human resource management will become the focus of future research. 2) Development and optimization of digital human resource management systems with the wide application of digital human resource management systems, how to develop and optimize these systems will become an important topic for future research. 3) Employee experience and digital human resource management In the digital age, employee experience will become an important focus of human resource management. How to improve the staff's job satisfaction and enhance the staff's sense of belonging and loyalty through digital means will be an important direction of future research. 4) The relationship between digital human resource management and organizational performance Research will be an important direction of future research. The future research direction of human resource management in Guangxi universities in the digital era will involve artificial

intelligence, big data, digital human resource management system, and the relationship between digital human resource management and organizational performance. These research directions will provide new ideas and methods for human resource management in universities in Guangxi, and promote the innovation and development of human resource management in universities.

References

- Alvaro Lopez-Cabrales, Ramon Valle-Cabrera. (2019). *Sustainable HRM strategies and employment relationships as drivers of the triple bottom Resource Management Review*, 10(68), 49-56.
- Bao Ligang. (2008). *Master of Human Resource Management Research in Guangxi University* (dissertation, Guizhou University). Master
http://gfffgd30eb53880ed415bs6kqwq9fk50fq6qcx.fgy.gxjsxy.cwkeji.cn:8008/kcms2/article/abstract?v=sAmp-nZqXjyst6BlmpUxOJZlwp-luOKSfOnCVLwiGTnYRdK7haXAwWPwb4_hqZLz-DT__xJiNVCCtkmN7ZusGyEOeyT-GVGpd2DSLyxhft4kPlav_41eNDxwAp11aINDGSP1ovzRFw7fwcElzzX_6_QxF_cnckgZfJ5ZRWQ7SujYbZaJN_vwLhXHvLZcj0Hv&uniplatform=NZKPT&language=CHS
- Beer. (1984). *Manage human capital*, 4-37.
- Bowen D E, Ostroff C. (2004). Understanding HRM–firm performance linkages: The role of the “strength” of the HRM system. *Academy of management review*, 29(2), 203-221.
- C. Ferrer, Jeffreecht, Ferrer, Hutt. (2004). *The New Theory of Enterprise Management*, 7-23.
- C. Ferry, Jeffreher, Ferry, Ferry. (2004). *The New Theory of Enterprise Management*, 7-23.
- CAI Xiaohua, Peng Yanrong & Ye Yilin. (2019). Research on human resource allocation of commercial Banks under the background of Internet finance. *Small and medium-sized enterprise management and technology* (next) (12), 59-60.
- Chang Kai & Tao Wenzhong. (2006). Human resource management and labor relations adjustment. *China's Human Resources Development* (8), 6.
- Chen Chunhua. (2017). Strategic thinking and organizational ability in the digital age. *Chinese and foreign management*, 300 (12): 88-90.
- Chen Guixiang. (2017). *The influence and Countermeasures of Big Data on University Education Management in China* (dissertation, Wuhan University). doctor<http://gfffgd30eb53880ed415bsxw0w66fw96c96ob6.fgy.gxjsxy.cwkeji.cn:8008/kcms2/article/abstract?v=FqYZq-Q0wRR8UBolN1gZTvfPSmjtbj>

MZvdhUOwwJsSnrEm1bET2zoaa 6XznB5Lp9jMli4ZuT-jJKztmvV35Rr-
 Wueiizzds1Sikfk27b5Du058f95LjGfQLCwFVPLYXQtA1nfKHFLHz8KliJNPfjbP6xMa
 DVt4PpBfhU9N_DQomEiPGNmSdjJhWJjrx786ldKuPpzSVdk=&uniplatform=NZK
 PT&language=CHS

- Chen Shuwen, Qiao Kun. (2010). *Human Resource Management*. Beijing: Tsinghua University Press, 6,221.
- Chen Xiaobin. (1999). *Educational Management*. Beijing Normal University Press, 27.
- Chen Yanzhong. (2021). Digital transformation of human resources management of modern enterprises . *China's collective economy*, 2021 (26): 119-120.
- Chen Yao. (2019). Talk about the construction of corporate human resources management information system. *Manage the world*, (19): 108-112.
- Chen Yi. (2022). Exploration on the dimension of enterprise human resource management in the era of big data. *Metallurgical management*, 7-9.
- Chen Yuandun, Chen Quanming. (1995). *Human resource development and management*. Beijing: China Statistics Press, 36-37.
- Cheng Yanyuan. (2008). *Employee relationship management*. Shanghai, Fudan University Press, 9.
- Cui Guodong, Li Shitong, Cheng Yanyuan, Li Yuhui. (2020). Informatization human resources management improvement of organizational performance: Case research based on employee empowerment. *Chinese human resources development*, 37 (03): 78-92+114.
- Cui Hu & Zhang Guixiao. (2014). Analysis and countermeasures on the problems of new material enterprises based on broadband salary. *Enterprise Reform and Management* (12), 76-77. doi:10.13768/j.cnki.cn11-3793/f.2014.1823.
- Cui Jian. (2020). A Preliminary Study on the Construction Way of Service System in University Administration. *Bohai Rim Economic Outlook* (04), 107.doi : 10.16457/j.cnki.hbhjllw. 2020. 04. 069.
- Cui Jianwu, Wang Quanxi. (2022). Effectively avoid the risk points of local university teacher recruitment, *human resources*, (10), 48-51.
- Cui Yan & Shen Chuang. (2018). Research on the construction of university teachers in Guangxi. *New West* (26), 42 + 31.

- Derksen, M. (2014). Turning Men into Machines Scientific Management, Industrial Psychology, and the “Human Factor”. *Journal of the History of the Behavioral Sciences*,148-165.
- Ding Bing. (2008). The significance of Schultz's "human capital" theory with Marx Capital theory-commemorate the 190th anniversary of Marx's birthday . *Shandong Social Science*, (07): 91-97.
- Ding Jianze, Ding Hua. (2015). *The best state of employee relationship management*. *Capital Markets*, (01), 50-61.
- Donald E. Campbell. (2013). *Incentive theory: Motivation and Information Economics*. China Renmin University Press, 11.
- Duan Xiaomin. (2014). *Visual Analysis of American Educational Management Research since the 21st Century*. Zhejiang Normal University,(5).
- Ebontane N P,etc. (2020). *Recruitment and Selection of Employees as an Aspect of Human Resource Management in Cameroon Universities*,5-39.
- Fan Li & Hu Yongquan. (2021). Research on the digital transformation of enterprise human resource management in the era of digital economy. *Mall modernization* (17), 69-71. doi:10.14013/j.cnki.scxdh. 2021.17.027.
- Fei Zhengyu, Huang Peiguang & Zhu Peng. (2021). Thinking on the digital transformation of enterprise human resource Management. *Journal of Wuxi Commercial Vocational and Technical College* (01), 44-48. doi:10.13659/j.cnki.wxxy. 2021.01.007.
- Feng Xumeng. (2022). The innovation path of college education management model under the concept of human -based people — Evaluation of "International Research on Regional Higher Education" . *China Education Journal*, (1),118.
- Fred, Alance, translated by Sun Zhijun. (2003). *Educational Management--Theory and Practice*. China Light Industry Press, 455.
- Frederick W. Taylor. (1911). *Principles of scientific management* .
- George T Milkovic, John W Budero. (2002). *Human Resource Management*. Mechanical Industry Press, 6-31.
- Goldin, C., Katz, L.F. (2008). *The Race Between Education and Technology*. Cambridge, MA: Harvard University Press.
- Gong Yuqiang. (2021). In the context of "Internet+", the innovation and revelation of higher education management models. *Journal of Changchun Normal University*, (12), 123-125.

- Guan Peilan, Shen Xuewu. (2004). Opportunities and Challenges facing university human Resource Management major-- 2003 Overview of the fourth Annual Meeting and Academic Seminar Conference of China Society of Human Resources Teaching and Practice. *Human Resources Development in China* (02), 18-20. doi:10.16471/j.cnki.11-2822/c.2004.02. 004.
- Guo Liyong. (2015). *Toyota Lean Management: Employee relationship management*. Beijing, People's Posts and Telecommunications Press, 5-10.
- Han Jing. (2020). Innovation of enterprise human resource performance management under the background of big data. *Old brand brand marketing* (11), 53-54.
- Hao Zhijie. (2014). Status and Countermeasures of college Recruitment, *Adult Education in China*, (21), 73-75.
- Hauff s, Alewell d, katrin haansen n. (2017). *HRM System Stringth and HRM Target Achievement*.56 (5): 715-729.
- He Xiaoxing. (2002). *Dictionary of educational administration*. Hainan Press.
- He Yonggui, Jiang Shasha. (2020). Research on the human resources management model based on the new format sharing economy. *Manage modernization*, 40 (1), 56-59.
- Huang Ronghuai. (2019). Education of artificial intelligence reform has become a global consensus . *China Education Network*, (6),28-29.
- Huang Wei. (2002). *Concepts and Principles of Educational Management*. Guangdong: Higher Education Press,(12).
- Ivancevich, J. M. , & Konopaske., R. . *Human resource management*.
- Ji Changqing. (2011). *Master of degree in Human Resource Management Informatization in Chinese Universities* (dissertation, Capital University of Economics and Business). Master [http : // gfffgd 30eb53880 ed415 bsvbxx5knox9xk6n6k.fgy.gxjsxy.cwkeji.cn: 8008/ kcms2 / article / abstract ? v = sAMp- nZqXjzJERMg3kw6uoSlG288VgzoMsFhUtr _28 rp MWQildMmp9yF8F1jgfwTUBxtNGbZZS3AjV76lG9pXcabMJCh7phoQVrlo1bDGTL xY63l2IEUO-UU7aq-Yol-0xoTrz9ych- JJbmigQWj6qyxKALEAWFBIm4fU9fFqWDvykLJ- VBbvIFFiH0ARUKH&uniplatform=NZKPT&language=CHS](http://gfffgd30eb53880ed415bsvbxx5knox9xk6n6k.fgy.gxjsxy.cwkeji.cn:8008/kcms2/article/abstract?v=sAMp-nZqXjzJERMg3kw6uoSlG288VgzoMsFhUtr_28rpMWQildMmp9yF8F1jgfwTUBxtNGbZZS3AjV76lG9pXcabMJCh7phoQVrlo1bDGTLxY63l2IEUO-UU7aq-Yol-0xoTrz9ych-JJbmigQWj6qyxKALEAWFBIm4fU9fFqWDvykLJ-VBbvIFFiH0ARUKH&uniplatform=NZKPT&language=CHS)
- Jia Jianfeng, Zhou Shunyi, Tang Guiyao. (2017). Research on the intensity of human resource management and the construction of theoretical framework in China. *Chinese human resources development*, 10, 6-15.

- Jia Jiyou, Zhang Yuyue. (2023). Artificial Intelligence and Education: Opportunities, Challenges and Countermeasures. *Education Review of Peking University*, 21 (1) : 49-61, 188-189.
- Jia Lijuan. (2017). *Research on Human Resource Management of basketball teachers in higher sports colleges*, 133.
- Jiang Ping. (2007). Thoughts on Human Resource Management and Construction in Knowledge Economy. *Journal of Beijing University of Chemical Technology Social Sciences Edition*, 02,11-13.
- Jin Liu. (2020). *Research on the salary and welfare management of teachers in private universities--Take Shandong X College as an example*, 19.
- John M Ivancevich. (2002). *Human Resource Management* . Machinery Press, 4-29.
- Kang Dongdong. (2017). *A visual analysis of China's educational management research from 2000 to 2014*. Northwest Normal University.
- Ke Yifan. (2020). The construction and implementation of the "accurate to standard type" training mode for university teachers. *Journal of Xingtai College*, (2), 68-71.
- Kelley, H. H., & Michela, J. L. (1980). Attribution theory and research. *Annual review of psychology*, 31(1), 457-501.
- Kweku Adams, Richard B. Nyuur, Florence Y.A. Ellis, Yaw A. Debrah, South African. (2017).MNCs' HRM Systems and Practices at the Subsidiary Level: Insights From Subsidiaries in Ghana. *Journal of International Management*, 23(2),180-193.
- Li Guoqiang. (2018). Analysis of teacher training needs in local undergraduate colleges and universities. *Journal of Mudanjiang Institute of Education*, (9), 46-48.
- Li Guorong. (2022). Master of Communication Studies in Human Resource Management in Guizhou Universities (dissertation, Guizhou University). Master of Arts <http://gfffgf2814739d5914dc5s6kqwq9fk50fq6qcx.fgyf> .
 gxjsxy.cwkeji.cn:8008/doi/10.27047/d.cnki.ggudu. 2022.001810
 doi:10.27047/d.cnki.ggudu. 2022.001810.
- Li Kuizhi. (2023). Research on the thinking reconstruction and management mode of human resource management in Guangxi universities under the background of big data. *Brilliance* (26), 137-139.

- Li Lingxiao. (2019). Ph. D. (*dissertation, Liaoning Normal University*). Dr.
<http://gfffgf2814739d5914dc5s60xwx5vxpvqk6b5q.fgy.gxjsxy.cwkeji.cn:8008/doi/10.27212/d.cnki.glnsu.2019.000257> doi:10.27212/d.cnki.glnsu.2019.000257.
- Li Miao, Xun Wenxiu, Zhang Jianfeng. (2019). Research on the impact of the personal characteristics of executives on the selection of equity incentives . *Traffic chips and management*, 28 (11),169-177.
- Li Qing, Liu Lingling, Huang Liangxiong. (2015). Analysis of the impact of social responsibility on employee relations in China. *Strategic Decision Research*, (01), 50-61.
- Li Xinjian, Sun Meijia, Su Lei. (2020). *Employee relationship management*. Beijing, China Renmin University Press, 7-12.
- Li Yazhen, Wang Xu. (2020). Inquiry of human resources management in the era of big data. *Marketing*, (47), 168-169.
- Li Yue. (2021). Innovation research of the "Internet+" era higher education management model . *University*, (26), 48-50.
- Li Zhicheng. (2018). Analysis of the existing problems and countermeasures in the bank human resource management. In *Finance and Economics (Academic edition)*,(18):173-177.
- Liang Yudun. (2020). Analysis of human resources development trends in 2020 . *Chinese personnel science*, (04), 86-96.
- Liang Yudun. Digital transformation of human resources management under the wave of digital economy. *Chinese Personnel Science*, 2021 (08): 38-49.
- Lin Bin. (2022). In the "Internet+" situation, adult higher education teaching management model innovation research. *Modern vocational education*, (19), 169-171.
- Lin Wuhua. (2014). *Research on performance Management System of Hanjiang Post Bureau in professional reform*. Xiamen University, 12.
- Lin Yan. (2024). The practical path of university education management reform under the background of artificial intelligence. *Modern vocational Education* (18), 51-54.
- Liu Guanhua. (2011). *Research on the efficiency of human resource Management in Inner Mongolia colleges and universities*.11-27.

- Liu Jie. (2019). *Research on Human Resources Planning in Chinese Universities*, 7-20.
- Liu Junzhen, Yan Tonghui, Lu Yuqi, Jiang Chaoying. (2023). The path and mode of human resource management digitization. *Tsinghua Management Review*, 23-26.
- Liu Sha. (2022). Master of Digital Transformation of Human Resource Management (dissertation, East China Normal University). Master of Arts <http://gfffgf2814739d5914dc5svbxx5knox9xk6n6k.fgyf.gxjsxy.cwkeji.cn:8008/doi/10.27149/d.cnki.ghdsu.2022.000255> doi:10.27149/d.cnki.ghdsu.2022.000255.
- Liu Xiangyu, Li Yan, Wei Fuxiang. (2018). Platform -type HRM, Human Resources Double Emperor Flexible Capability and Organizational Innovation Performance: Independence and Interactive Intermediary Activities of U - Type Relationships. *Scientific and technological progress and countermeasures*, 35 (19), 131 -139.
- Lou Tingting. (2019). Research on the construction of university teachers' information teaching ability training mode. *Journal of Huaihai Institute of Technology (Humanities and Social Sciences edition)*, (9), 127-129.
- Ma Jun, Tsai Yibing, Guo Mingjie. (2022). Human resources management changes in the context of digital transformation: integrated analysis based on TOE framework. *Secretary*, (4), 73-83.
- Ma Yueru, Guo Xiaowen. (2020). Organizational support, psychological authorization and work investment-target-oriented regulatory role. *East China Economic Management*, 34 (4), 120-128.
- Maggie M. Cheng, Rick D. Hackett. (2019). A critical review of algorithms in HRM: Definition, theory. *Resource Management Review*, 100.
- Natalia García-Carbonell, Fernando Martín-Alcázar, Gonzal Sánchez-Gardey. (2016). The views of Spanish HR managers on the role of internal communication in translating HR strategies into HRM systems, *European Management Journal*, 34(3),269-281.
- Ogbeibu, Samuel, Pereira Vijay, Emelifeonwu Jude, Gaskin James. (2021). Bolstering creativity willingness through digital task interdependence, disruptive and smart HRM technologies. *Journal of Business Research*, 124.
- Peng Xiaoqin. (2023). The reform road of higher education management mode in the Internet + era. *Journal of Shanxi University of Finance and Economics (S1)*, 76-78.

- Peter.f. Drucker. (1954). *Practice of management*, 17-90.
- Peter.f.Drucker. (1954). *Father of Modern Management*, 6-26.
- Peter.f.Drucker. (1954). *Management Practice*, 17-34.
- Qin Shaofeng, Yan Shuzhen. (2005). On on Strategic Management of Human Resources in Guangxi University. *Academic Forum* (11), 182-185.
doi:10.16524/j.45-1002.2005.11.043.
- Ralph Taylor. (1941). *The changing ideas urge education to adjust*. Wuhan, Wuhan University Press, 231-234.
- Roberto Alvarez E. (2004). Sources of Export Success in Small and Medium-Sized Enterprises: The Impact of Public Programs. *International Business Review*,
- Ronald Reb. (2003). *Educational human resource management is a management trend*. Chongqing University Press, 10.
- Ruan Chenyan. (2017). *Master of Human Resources Structure and Optimization Research in Chinese Universities* (dissertation, Hefei University of Technology).
Master.
http://gfffgd30eb53880ed415bsxvppf6ounwop6055.fgy.gxjsxy.cwkeji.cn:8008/kcms2/article/abstract?v=FqYZq-Q0wRRzu-PrCeZezyl_MYsx2U2vl2HsqwE1WNVgT_CnVyQsLrF0XXf0EpicHtKF4VxBD80KT3fFP7gA90z-BFqjW-9iXyScBnaBDCvQskjm7vOqw017a44HvPG1JCHTw9UiM55jkkMvSUaDOvWM61j-saEbqecToqpJWVaXt4j6955KYcnYUiGj9x67fm9I4Jm3M=&uniplatform=NZKPT&language=CHS
- Shao Lv. (2023). *Master of Personnel Management Process optimization Strategy of S University* (dissertation, Zhejiang Gongshang University). Master of Arts
<http://gfffgf2814739d5914dc5s66ppqvfnnq9u6vu0.fgy.gxjsxy.cwkeji.cn:8008/doi/10.27462/d.cnki.ghzhc.2023.000601> doi:10.27462/d.cnki.ghzhc.2023.000601.
- Song Xuexian. (1998). Discussion on the Problems of Education Modernization. *Journal of Hebei University*,(03):107-110.
- Sun Bo. (2020). Digitalization of the challenge to the human resources management system-starting from the digital transformation of Handu Yishe talked about. *Journal of Shanghai Commercial College*, 21 (06), 105-115.

- Sun Haiyi. (2014). *The improvement and innovation of the human resources management information system of the highway* . (28), 187-187,188.
- Sun Miantao. (2007). *Principles of Educational Management*. Shenyang: Liaoning University Press,5.
- Sun Yuting. (2021). Research on the reform of higher education management reform-based on the cultivation of college students' innovation ability . *Modern communication*, (17),167-169.
- Sun Zhong. (2022). The feasible path for the construction of the teacher team under the wave of "AI+Education" . *Educator*, (01),49-55
- Tang Chunyong, Li Yali, Zhao Shuming. (2021). Research on development of human resources management: conceptual connotation, scale development and inspection. *Nankai Management Review*, 24 (4), 85-97.
- Ulrich, D. (1997). Measuring human resources: an overview of practice and a prescription for results. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 36(3), 303-320.
- Urban, Hughes, Norris, Huang, Long Junwei. (2003). *Principal on innovative leadership in an effective school*. Chongqing University Press, 5.
- Wang Dan. (2022). Research on Teachers' Intelligent Education Literacy from the perspective of Artificial Intelligence: Connotation, Challenge and Training Strategy. *China Journal of Education* (03), 91-96.
- Wang Fang & Jiang Fengxiang. (2020). The training and reform of human resource management professionals driven by big data. *Human Resource Development* (01), 48-50. doi:10.19424/j.cnki.41-1372/d.2020.01. 019.
- Wang Hui. (2017). Practice exploration of school-based training mode and professional development of young teachers in local colleges and universities. *Journal of Jilin Normal University of Engineering and Technology*, (10), 17-19.
- Wang Wei. (2023). Problems and Countermeasures existing in the Recruitment of Teachers in Shanxi A Private Universities Master of degree Research (thesis, Shanxi University of Finance and Economics). Master of Arts [http:// gffff2814739d5914dc5svbxx5knox9xk6n6k.fgy.gxjsxy.cwkeji.cn:8008/doi/10.27283/d.cnki.gsxcc](http://gffff2814739d5914dc5svbxx5knox9xk6n6k.fgy.gxjsxy.cwkeji.cn:8008/doi/10.27283/d.cnki.gsxcc).

- Wang Xiaonan, Ji Tingqi, Zhang Junling. (2015). Haier is based on a single-scattered human resources management model. *Chinese human resources development*, (10), 6-10+40.
- Wang Xiaoyuan. (2012). *Study on strategic human resources management, employee trust and knowledge sharing -based on the perspective of content and process integration*. Suzhou University.
- Wang Yunwu, Chen Yiwen, Wang Fungo, etc. (2021). 5G era Tentile Internet change Future online education . *Digital education*, 7 (4), 12-19.
- Wang Yunwu, Zhang Yao, Peng Zihan, etc. (2018). Education Artificial Intelligence: Let the future education truly "wisdom" . *Chinese medical education technology*, 32 (2), 117-125.
- Wei Pinni & Jiang Lianmei. (2023). Analysis on the digital innovation path of human resource management in Guangxi private universities. *China market* (29), 191-194. doi:10.13939/j.cnki.zgsc. 2023.29.191.
- Wei Yamin. (2021). *A company's HR digital management optimization strategy And applied research*, 9-22.
- Wu Junqi, Zhao Mengqi, Zhou Sihui and so on. (2020). The Construction of the effectiveness evaluation index system of college teacher training. *Modern education management*, (11), 66-72.
- Wu lunwen, han peng. (2023). Research on Human Resource Management ReFormin College sanduni ESITESIT sbasedon to Eframework. *frontier perspective*. (12), 1-4.
- Xie Xiaoyun, Zuo Yuhuan, Hu Qiongjing. (2021). Human resource management in the digital era: Vision based on human interaction. *Manage the world*, 37 (01), 200-216.
- Xing Zhou ling. (2009). *The influence of university human resource management on organizational performance*, (11),58.
- Xing Zhou-ling & Zhou-Wenbin. (2018). Research on human Resources Planning based on university Strategy. *Modern Education Science* (07), 109-111 + 146.
- Xing Zhouling, Zhou Wenbin. (2018). Research on human resource Planning based on university Strategy. *Modern Educational Science*, 7-9.
- Xu Fei. (2022). Research on the Management Mechanism Innovation of Higher Education in China. *Qin Zhi* (12), 118-120.

- Xu Jihong. (2007). *Research on the Construction of Educational Management Content System*. Zhejiang Normal University.
- Yang Chen, Tang Mingfeng, Jingyi. (2019). Research on the impact mechanism of the relationship between the human resources of the employees. *Management review*, 31 (12), 207-218.
- Yang Tao. (2019). Analysis of the focus and path of digital transformation of commercial banks . *Rural Finance Research*, (6), 7-12.
- Yang Tianping & Shen Yanting. (2019). Overview of education management research in China in the past 40 years of reform and opening up. *Modern Education Management* (02),1-6.doi:10.16697/j.cnki.xdjygl. 2019.02.001.
- Yao Yao. (2020).*The design and implementation of the human resources management system of Bohai Bank*. Jilin University.
- Yin Hang. (2020). Research on human Resource management strategy in universities in the era of big Data. *Business information*. 10,189-190.
- Yu Yazhong. (2020). AI technology enables the dimension and approach of human resource management in state-owned enterprises. *Management methods and art*, (10), 72-73.
- Yue Qisong. (2021). The innovative strategy of university human resource management based on big data. *Technology and Innovation*, (05), 125-127.
- Zeng Pingjiang. (2023). Digital technology enables the quality of higher education management: value function and practical approach. *Journal of Jilin Radio and Television University* (02), 94-96.
- Zhang Chunlan. (1997) New Achievements of Educational Management Research -- Review of Introduction to Modern Educational Management. *Journal of Beijing Normal University*,(3):111-112.
- Zhang Wenjiao. (2021). Information construction strategy of human resource management in colleges and universities. *Human Resource development*, 2,37-38.
- Zhang Xinping. (2006). *Introduction to Educational Management*. Shanghai: Shanghai Education Publishing House,(7).
- Zhang Yaping. (2020). Discussion on optimization Strategy of College Teacher Team Construction,*Knowledge Economy*, (9), 171-173.

- Zhao Leilei, Zhang Li, Dai Rui-Hua, et al. (2022). Ai-enabled Teacher Education: Basic logic and practical direction. *China Education Journal*, (6) : 14-21.
- Zhao Lingyun & Hu Zhongbo. (2022). Digitalization: to empower the construction of teachers in the intelligent era. *Educational Research* (04), 151-155.
- Zhao Xing. (2023). Discussion on the optimization path of human resource management informatization construction in colleges and universities. *China Management Informatization* (22), 133-135.
- Zhao Yang. (2021). The present situation and countermeasures of university personnel management. *Human Resources* (06), 28-29.
- Zhong Lin, Ma Yinhua, Tang Yaohang & Gao Chaomin. (2023). Research on the current situation of human Resources of Guangxi University Journal. *News Research Guide* (01), 64-67.
- Zhu Dong. (2020). The more digitalized, the more "temperature" human resource management. *Chinese and foreign management*, (01), 90-92.

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. Ma Huangling	Guangxi Normal University
2	Professor Dr. Li Guanghai	Guangxi Normal University
3	Professor Dr. Li Tao	Guangxi Minzu University
4	Professor Dr. Xu Yanyu	Nanning Normal University
5	Professor Dr. Yang Suping	Nanning Normal University

Appendix B
Official Letter



Ref.No. MHESI 0643.14/354

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to validate research instrument

Dear Professor Ma Huangling Guangxi Normal University

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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 0643.14/355

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to validate research instrument

Dear Professor Li Guanghai Guangxi Normal University

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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 0643.14/356

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to validate research instrument

Dear Professor Li Tao Guangxi Minzu University

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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 0643.14/357

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to validate research instrument

Dear Professor Xu Yanyu Nanning Normal University

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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 0643.14/358

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to validate research instrument

Dear Professor Yang Suping Nanning Normal University

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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 0643.14/359

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Request for Data Collection

Dear Guangxi University

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. 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

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



Ref.No.MHESI 0643.14/360

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Request for Data Collection

Dear Guangxi Polytechnic of Construction

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. 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

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



Ref.No. MHESI 0643.14/361

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Request for Data Collection

Dear Guangxi University of Finance and Economics

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. 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

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



Ref.No. MHESI 0643.14/362

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Request for Data Collection

Dear Guangxi Transport Vocational and Technical College

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. 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

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



Ref.No. MHESI 0643.14/363

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Request for Data Collection

Dear Yulin Normal University

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. 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

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



Ref.No. MHESI0643.14/364

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Request for Data Collection

Dear Guangxi Vocational University of Agriculture

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. 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

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



Ref.No. MHESI 0643.14/365

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Request for Data Collection

Dear Guangxi Normal University

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. 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

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



Ref.No.MHESI0643.14/366

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Request for Data Collection

Dear Guangxi Arts University

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. 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

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



Ref.No. MHESI 0643.14/367

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Request for Data Collection

Dear Guangxi University of Science and Technology

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. 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

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



Ref.No. MHESI 0643.14/368

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Request for Data Collection

Dear Guangxi Minzu University

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. 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

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



Ref.No. MHESI 0643.14/369

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Request for Interview

Dear Guangxi Polytechnic of Construction

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. List of experts 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

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



Ref.No. MHESI 0643.14/370

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Request for Interview

Dear Guangxi University of Finance and Economics

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. List of experts 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

Bansomdejchaopraya Rajabhat University

Tel.+662-473-7000

www.bsru.ac.th

E-mail: grad@bsru.ac.th



Ref.No. MHESI 0643.14/371

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Request for Interview

Dear Guangxi Minzu University

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. List of experts 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

Bansomdejchaopraya Rajabhat University

Tel.+662-473-7000

www.bsru.ac.th

E-mail: grad@bsru.ac.th



Ref.No. MHESI 0643.14/372

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Request for Interview

Dear Guangxi Vocational University of Agriculture

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. List of experts 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

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



Ref.No. MHESI 0643.14/373

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Request for Interview

Dear Guangxi Transport Vocational and Technical College

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. List of experts 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

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



Ref.No. MHESI 0643.14/๑๕๘

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

February 2024

RE: Request for Interview

Dear Yulin Normal University

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. List of experts 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 Akaranun Asavarutpokin)
Vice Dean of Graduate School

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



Ref.No. MHESI 0643.14/๑๕๑

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

February 2024

RE: Request for Interview

Dear Guangxi Normal University

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. List of experts 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 Akaranun Asavarutpokin)
Vice Dean of Graduate School

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



Ref.No. MHESI0643.14/157

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

February 2024

RE: Request for Interview

Dear Guangxi University

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. List of experts 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 Akaranun Asavarutpokin)
Vice Dean of Graduate School

Bansomdejchaopraya Rajabhat University

Tel.+662-473-7000

www.bsru.ac.th

E-mail: grad@bsru.ac.th



Ref.No. MHESI 0643.14/๑๖๐

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

February 2024

RE: Request for Interview

Dear Guangxi Arts University

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. List of experts 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 Akaranun Asavarutpokin)
Vice Dean of Graduate School

Bansomdejchaopraya Rajabhat University

Tel.+662-473-7000

www.bsru.ac.th

E-mail: grad@bsru.ac.th



Ref.No. MHESI 0643.14/961

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

February 2024

RE: Request for Interview

Dear Guangxi University of Science and Technology

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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. List of experts 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 Akaranun Asavarutpokin)
Vice Dean of Graduate School

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



Ref.No. MHESI 0643.14/374

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to Evaluate the Strategies

Dear Professo Qin Fang Guangxi Polytechnic of Construction

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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.

With your expertise, we would like to ask your permission to evaluate the attached strategies. 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 0643.14/375

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to Evaluate the Strategies

Dear Professor Wu Zhong Guangxi Polytechnic of Construction

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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.

With your expertise, we would like to ask your permission to evaluate the attached strategies. 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 0643.14/376

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to Evaluate the Strategies

Dear Professor Luo Hui Guangxi Polytechnic of Construction

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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.

With your expertise, we would like to ask your permission to evaluate the attached strategies. 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 0643.14/377

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to Evaluate the Strategies

Dear Professor Aichun Guangxi Polytechnic of Construction

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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.

With your expertise, we would like to ask your permission to evaluate the attached strategies. 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 0643.14/378

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to Evaluate the Strategies

Dear Professor Wei Manni Guangxi Electrical Polytechnic Institute

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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.

With your expertise, we would like to ask your permission to evaluate the attached strategies. 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 0643.14/379

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to Evaluate the Strategies

Dear Professor Tang Yanqian Guangxi Polytechnic of Construction

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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.

With your expertise, we would like to ask your permission to evaluate the attached strategies. 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 0643.14/380

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to Evaluate the Strategies

Dear Professor Wen Shengsheng Guangxi Polytechnic of Construction

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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.

With your expertise, we would like to ask your permission to evaluate the attached strategies. 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 0643.14/381

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to Evaluate the Strategies

Dear Professor Li Tao Guangxi Minzu University

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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.

With your expertise, we would like to ask your permission to evaluate the attached strategies. 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 0643.14/382

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to Evaluate the Strategies

Dear Professor Huang Kanming Beihai University of Art and Design

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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.

With your expertise, we would like to ask your permission to evaluate the attached strategies. 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 0643.14/383

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to Evaluate the Strategies

Dear Professor Dai Xiaoyun Guangxi Transport Vocational and Technical College

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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.

With your expertise, we would like to ask your permission to evaluate the attached strategies. 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 0643.14/384

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to Evaluate the Strategies

Dear Professor Zhang Huasheng Guangxi University

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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.

With your expertise, we would like to ask your permission to evaluate the attached strategies. 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 0643.14/385

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to Evaluate the Strategies

Dear Professor Liang Yesheng Guangxi Vocational University of Agriculture

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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.

With your expertise, we would like to ask your permission to evaluate the attached strategies. 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 0643.14/386

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to Evaluate the Strategies

Dear Professor Liang Yesheng Guangxi Vocational University of Agriculture

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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.

With your expertise, we would like to ask your permission to evaluate the attached strategies. 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 0643.14/387

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to Evaluate the Strategies

Dear Professor Luo Qingzhen Guangxi Polytechnic of Construction

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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.

With your expertise, we would like to ask your permission to evaluate the attached strategies. 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 0643.14/388

Bansomdejchaopraya Rajabhat University
1061 Itsaraparb Hirunrujee
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to Evaluate the Strategies

Dear Professor Mao Yiqiu Guangxi Financial Vocational College.

Mrs.Han Yi is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle “Strategies for Human Resource Management in the Digital Era for 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.

With your expertise, we would like to ask your permission to evaluate the attached strategies. 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

Appendix C
Research Instrument

1. Survey Questionnaire

Survey Questionnaire on the Strategies for human resource management in the digital era for Guangxi universities

Instructions:

In order to understand the current situation of the human resource management in the digital era for Guangxi universities and to propose strategies conducive to human resource management in the digital era for Guangxi universities, a questionnaire survey will be conducted on the Administrators of the Guangxi public universities.

Each question and answer in this questionnaire is not right or wrong, and the answers you provide will only be used for overall statistical analysis. They will never be processed or publicly released individually, and the information will be kept strictly confidential and not disclosed to anyone. You do not need to provide your personal name when filling out the questionnaire. Please feel free to answer the questions.

Part 1: Respondent Status (Personal Information)

1.School :

- Guangxi University
- Guangxi Polytechnic of Construction
- Guangxi University of Finance and Economics
- Guangxi Transport Vocational and Technical College
- Yulin Normal University
- Guangxi Vocational University of Agriculture
- Guangxi Normal University
- Guangxi Arts University
- Guangxi University of Science and Technology
- Guangxi Minzu University

2. Gender:

 male; female

3. Age:

 25 years old or below; 26 to 35; 36 to 45; 46 to 55; 56 years old or up

4. Education:

 Bachelor degree; Master's degree; Doctoral degree

5. Academic Title:

 None Teaching assistant; The lecturer or Assistant Professor; Associate professor; Professor

6. Experience:

 within 5 years; 5 to 10 years; 11 to 15 years; 16 to 20 years; More than 20 year

Part 2: Questionnaire

NO.	Dependent Variable Name	5	4	3	2	1
	Human Resource Planning (The first variable)					
1	Administrators analyze and dynamically deduce the data of the stock by digital means					
2	Administrators analyze and dynamically deduce the data of structure by digital means					
3	Administrators analyze and dynamically deduce the data of flow by digital means					
4	Administrators determine the needs of talents by digital means					
5	Administrators put forward early warning of the introduction based on the external talent market by digital means					
6	Administrators can be forward early warning of the training based on the external talent market by digital means					
7	Administrators conducted employee expectations survey by digital means					
8	Administrators formulate more forward-looking personnel management planning by digital means					
9	Administrators solve the job mismatch problems by using digital technology					
10	Administrators solve the personnel loss problems by using digital technology					
11	Administrators solve the uncoordinated student-teacher ratio problems by using digital technology					
12	Administrators set a high efficient human resource planning by using digital technology					
	Recruitment Management (The second variable)					
1	Administrators build needed talent portrait in the big data analysis by digital technology according to the human resources planning					
2	Administrators build needed knowledge map in the big					

NO.	Dependent Variable Name	5	4	3	2	1
	data analysis by digital technology according to the human resources planning					
3	Administrators search the national university talent database in the applicant information					
4	Administrators search the recruitment platform in the applicant information					
5	Administrators compare rapidly the national university talent database and recruitment platform in the applicant information					
6	Administrators match degree evaluation by digital skill					
7	Administrators recommend intelligently high matching degree of the candidates by digital skill					
8	Administrators realize the management process of intelligent recruitment by digital technology					
9	Administrators save recruitment time by using digital technology					
10	Administrators reduce greatly the recruitment cost by using digital technology					
11	Administrators improve recruitment efficiency by using digital technology					
	Training and Development (The third variable)					
1	Administrators tailor personalized training plan and learning method					
2	Administrators tailor personalized training system and transformation of training results					
3	Administrators tailor personalized training effect evaluation					
4	Administrators tailor personalized intelligent push learning courses					
5	Administrators organize the training project by digital technology					
6	Administrators share training information by digital technology					
7	Administrators help employees comprehensive growth					

NO.	Dependent Variable Name	5	4	3	2	1
	by training and development					
8	Administrators support to organize training to improve have been Improved employees' knowledge and skills					
9	Administrators strengthen behavioral practice by digital training and development					
10	Administrators integrated learning resources by digital training and development					
11	Administrators support that university increase human capital by digital training and development					
12	Administrators set a high efficient training and development by using digital technology					
	Performance Evaluation (The fourth variable)					
1	Administrators build accurate performance plans					
2	Administrators track employee's work completed					
3	Administrators track to project advancement					
4	Administrators collect attendance data by using digital technology					
5	Administrators analysis employee's performance index completion					
6	Administrators found defects in the process of performance evaluation					
7	Administrators formulate feasible new performance indicators					
8	Administrators analyze the reasons for the difference in the performance					
9	Administrators combined with the actual results of the performance evaluation					
10	Administrators put forward the suggestions for personnel post adjustment according to the performance appraisal results					
11	Administrators realize the dynamic and accurate matching of people and posts					
12	Administrators get a high efficient performance evaluation by using digital technology					

NO.	Dependent Variable Name	5	4	3	2	1
	Salary and Benefits Management (The fifth variable)					
1	Administrators establish a reasonable wage and benefits system					
2	Administrators complete work performance better within the salary and benefits management					
3	Administrators improve work efficiency within the salary and benefits management					
4	Administrators use salary system to complete the payment of salary and Benefits					
5	Administrators use the salary system to query the detailed salary details					
6	Administrators use the salary system to query the detailed rewards					
7	Administrators use the salary system to query the detailed punishments					
8	Administrators understand the welfare expectations of all employees					
9	Administrators formulate reasonable welfare policies according to the needs of employees and the actual situation					
10	Administrators improved employee's job satisfaction because of the salary and benefits management					
11	Administrators improved employee's job loyalty because of the salary and benefits management					
12	Administrators support promote the development of the university because of the salary and benefits management					
13	Administrators have a high efficient salary and benefits management by using digital technology					
	Employee Relations Management (The sixth variable)					
1	Administrators communicate with employee by digital technology					
2	Administrators manage and encourage with employee by digital technology					

NO.	Dependent Variable Name	5	4	3	2	1
3	Administrators conclude and manage employment contracts by digital technology					
4	Administrators predict the possibility of employee loss by digital technology					
5	Administrators predict the cause of employee loss by digital technology					
6	Administrators reduced the negative impact of sudden resignation of employees by digital technology					
7	Administrators improve employee satisfaction because of the employee relations management					
8	Administrators facilitate the employee relationship management in university more accurate in The information system					
9	Administrators facilitate the employee relationship management in university more intelligent in The information system					
10	Administrators facilitate the employee relations more harmonious and stable in The information system					
11	Administrators have a high efficient employee relations management by using digital technology					

Part 3: Please analyze the context of human resource management in digital era in Guangxi universities.

1. Strengths

2. Weakness

3. Opportunities

4. Threats

Focus Group Discussion

Title Strategies for Human Resource Management in the Digital era for Guangxi Universities

Introduction The objective of this focus group discussion is to collect the data About guidelines for enhancing the long-life learning skills of middle-level administrative in private universities in Guangxi. This focus group discussion is divided into two parts:

Part 1 Questions about the personal information of participants

Part 2 The data collection about strategies for human resource management in the digital era for Guangxi universities

This focus group discussion is to collect the data to be used useful in research only. This is an overall analysis without any effect or damage to departments or respondents in any way, but it will benefit the long-life learning skills of human resource management in Guangxi universities. The researchers look forward to your assistance in providing information in this focus group discussion. I express sincere thanks to you.

Thank you very much

Han Yi

Doctoral student in Educational Administration

Confirmation of consent to participate in research:

The researcher informed the participants of the research objectives and details of the steps to be followed. Therefore, the researcher would like to ask permission if the participants who participated in this focus group discussion agree to provide information. Please raise your hand to show your consent to provide information.

The participants who participated in this focus group discussion __ 10 __ people.

- All participants agree to provide information.

Remark: Group discussion participants must be at least not less than half of the specified target group. (not less than 5 people) to be able to conduct this focus group discussion.

Part 1 The Personal Information of Participants

- Date of recorded focus group discussion18th, Feb. 2024.....
- Recorded from _ _ _ _ _9_ _ _ _ o'clock to _ _ _ _ _12_ _ _ _ o'clock
- Record place1105 Room, Office building, Guangxi Polytechnic of Construction
- Lists of participants who participated in this focus group discussion:
 - 1) Name. Qin Fang
 - Level of educationPostgraduate Degree
 - Master's degree.....
 - . Program in. Guangxi Polytechnic of Construction.
 - Work position. . . . Minister of Human Resources
 - Department.....
 - Work experience26..... years
 - 2) Name. Dai Xiaoyun
 - Level of educationPostgraduate Degree
 - Master's degree.....
 - . Program in. Guangxi Transport Vocational and Technical College.
 - Work position. . . . Minister of Human Resources Department.....
 -
 - Work experience _ _ _ _ _20_ _ _ _ _ years
 - 3) Name. Gan Zhong
 - Level of educationPostgraduate Degree
 - Master's degree.....
 - . Program in. Guangxi Normal University.
 - Work position. . . . Minister of Human Resources
 - Department.....
 - Work experience _ _ _ _ _20_ _ _ _ _ years
 - 4) Name. Wu Zhong
 - Level of educationPostgraduate Degree
 - Master's degree.....
 - . Program in. Guangxi Polytechnic of Construction.

Work position . . . Deputy Minister of Human Resources

Department.....

Work experience ----- 17 ----- years

5) Name Liang Yesheng

Level of educationPostgraduate..... Degree ...

Master's degree..... -----

Program in Vocational University of Agriculture

Work position Deputy Vice Chancellor.....

Work experience ----- 22 ----- years

6) Name Zhang Huasheng

Level of educationPostgraduate..... Degree ...

Master's degree..... -----

Program in Guangxi University

Work position Deputy Minister of Human Resources

Department.....

Work experience ----- 15 ----- years

7) Name Liang Dawen

Level of educationpostgraduate..... Degree ...

master's degree..... -----

Program in Yulin Normal University

Work position Minister of Human Resources

Department.....

Work experience ----- 17 ----- years

8) Name Wei You

Level of educationpostgraduate..... Degree ...

master's degree..... -----

Program in Guangxi Arts University

Work position Deputy Minister of

Human Resources Department.....

Work experience ----- 19 ----- years

9) Name Zhou Juan
 Level of educationpostgraduate..... Degree ...
 master's degree.....
 Program in Guangxi Minzu University
 Work position Deputy..
 Minister of Human Resources Department.....
 Work experience _ _ _ _ _ 18 _ _ _ _ _ years

10) Name Wei Wu
 Level of educationpostgraduate..... Degree
 master's degree.....
 Program in Guangxi Polytechnic of Construction
 Work position Deputy Minister of Human Resources
 Department.....
 Work experience _ _ _ _ _ 16 _ _ _ _ _ years

Part 2 The data collection about strategies for strategies for human resource management in the digital era for Guangxi universities

1. What is your opinion about the strategies for **improving human resource planning** in the digital era for Guangxi universities?

All focus group experts agreed on the strategies outline for variable 1: improving human resource planning. In addition, the experts also added 1 strategy as follows:

1.1 Improving the digital human resource system to provide data analysis and decision support.

The data analysis tools provided by digital HRMS can help universities in Guangxi analyze various indicators of human resources, such as staff turnover rate, training effect, salary level, etc. These analysis results can provide scientific basis for human resources strategic planning and decision-making in universities. The following are the applications and advantages of data analysis and decision support in universities in Guangxi: 1) Personnel turnover rate analysis: Through the HRMS system, universities can track and analyze the flow of faculty and staff, including key indicators such as recruitment rate, turnover rate and promotion rate. These data help universities to understand the trend and causes of talent flow, so as to formulate corresponding talent retention strategies or adjust recruitment plans. 2) Training effect evaluation: HRMS can help colleges and universities evaluate the effect of staff training. By analyzing the data of work performance, ability improvement and staff satisfaction before and after training, colleges and universities can optimize the content and methods of training and improve the pertinency and effectiveness of training. 3) Salary level monitoring: The system can collect and analyze market salary data to help colleges and universities monitor and adjust the salary level of faculty and staff, ensure that it remains competitive with the market, and attract and retain key talents. 4) Performance management optimization: HRMS can analyze the performance data of faculty and staff, identify outstanding employees and areas in need of improvement, and provide data support for performance management and staff development. 5) Labor force planning: Through the analysis of personnel structure, age distribution, title composition and other data, colleges and universities can better carry out labor force planning and talent echelon construction to ensure long-term human resource supply. 6) Decision support: The

data analysis tools provided by HRMS can help university leaders obtain scientific basis in human resource strategic planning and daily management decision-making, and improve the accuracy and efficiency of decision-making.

To sum up, the introduction and application of digital human resource management system (HRMS) can greatly improve the efficiency of human resource management and decision-making quality in universities in Guangxi. Improving data analysis and decision support is one of the important functions of digital HRMS, which provides valuable insight and scientific decision basis for colleges and universities through the collection, sorting and analysis of a large number of human resource data, and also provides data support and decision support for human resource planning in universities in Guangxi.

2. What is your opinion about the strategies for **developing recruitment management** in the digital era for Guangxi universities?

All focus group experts agreed on the strategies outline for variable 2: developing recruitment management. In addition, the experts also added 2 strategies as follows:

2.1 Developing international cooperation and communication in recruitment management

With the in-depth development of globalization, international cooperation and exchange play an increasingly important role in enhancing the competitiveness of university talent recruitment management. For universities in Guangxi, active participation in international cooperation and exchange can bring the following advantages: 1) Expand the vision of talent recruitment: Through international cooperation and exchange, universities in Guangxi can establish contacts with higher education institutions around the world and understand the international advanced talent recruitment concepts and methods. This helps schools to broaden their horizons, update recruitment strategies and improve recruitment results. 2) Attracting more outstanding talents: Participating in international cooperation and exchanges can enhance the international visibility and influence of Guangxi universities. This will help attract more outstanding international talents to work at the school and inject new vitality and creativity into the development of the school. 3) Promoting personnel training and exchange: Through cooperation with foreign universities, universities in Guangxi can carry out mutual visits and exchange programs for teachers and students to promote personnel training and exchange. This not only

helps to improve the teaching quality and scientific research level of the school, but also provides more opportunities and resources for the school's talent recruitment. 4) Learn from international experience to optimize the recruitment process: Through international cooperation and exchanges, universities in Guangxi can learn from the successful experience and practices of other countries and regions in talent recruitment. This will help the school to optimize its own recruitment process and mechanism and improve the efficiency and quality of recruitment.

To sum up, international cooperation and exchanges are of great significance for enhancing the global competitiveness of talent recruitment management in Guangxi universities. The school should actively participate in international cooperation and exchange, and constantly learn and draw on advanced talent recruitment concepts and methods, with a view to attracting and retaining more outstanding talents worldwide, and providing strong human resources support for the long-term development of the school.

2.2 Improving the investment in information technology in universities in Guangxi, and provide technical support for digital recruitment management.

With the advent of the information age, universities in Guangxi actively promote the construction of campus information, and constantly improve the digital level of education, teaching, management and service. On this basis, Guangxi colleges and universities have built a series of efficient digital platforms and systems, such as campus network, educational administration management system, human resources system, etc. These systems provide strong technical support for the work of the school. First of all, the campus network as the university information infrastructure, for all the staff to provide high-speed, stable network environment. Through the campus network, administrators and teachers can easily access various academic resources, online courses and teaching platforms to achieve knowledge acquisition and exchange. At the same time, the campus network also provides convenience for the management of colleges and universities, such as online office, remote conference, etc., which greatly improves the work efficiency. Secondly, human resource system plays a key role in the digital recruitment management of universities in Guangxi. Through this system, colleges and universities realize the whole process of recruitment management, including job Posting, resume screening, interview arrangement, offer notice and so on. This greatly improves the efficiency and quality of recruitment work, and also provides more convenient channels for job seekers.

To sum up, the solid foundation of Guangxi universities in information

technology provides a strong technical support for digital recruitment management. This will help to improve the efficiency and quality of talent introduction and inject new vitality into the development of higher education in Guangxi. With the further development of digital technology, universities in Guangxi will continue to deepen information construction, promote the digital transformation of education, teaching and management, and train more high-quality talents to meet the needs of social development.

3. What is your opinion about the strategies for **promoting training and development** in the digital era for Guangxi universities?

All focus group experts agreed on the strategies outline for variable 3: promoting training and development. In addition, the experts also added 1 strategy as follows:

3.1 Enhancing the emphasis of universities in Guangxi on digital human resources training and development.

In the current digital age, the training and development of human resources is crucial to enhance the overall competitiveness of schools and adapt to market changes. Universities in Guangxi are well aware of this, so it is particularly important to attach great importance to the training and development of digital human resources. First, the school should develop a series of digital human resources training programs aimed at improving the digital skills and literacy of employees. These programs include organizing internal training, inviting experts to give lectures, carrying out online learning and other forms to meet the learning needs of different employees. Secondly, the school focuses on cultivating digital talents. Through the establishment of related majors and courses, such as data analytics, artificial intelligence, etc., the school provides students with an in-depth understanding and mastery of digital technologies. At the same time, the school also encourages faculty and staff to actively participate in the research and application of digital technologies to promote the school's innovation and development in digital transformation. In addition, the school has established partnerships with external institutions and enterprises to jointly promote the training and development of digital human resources. This cooperation not only provides the school with more resources and support, but also provides the staff with practice and exchange opportunities, helping to improve their practical ability and ability to respond to market changes.

In summary, through the formulation of training plans, training of talent teams and cooperation with external institutions, the University is committed to improving the digital literacy and ability of employees, enhancing the loyalty of universities in Guangxi to the training and development of digital human resources, and providing powerful human resources support for the long-term development of universities.

4. What is your opinion about the strategies for **supporting performance evaluation** in the digital era for Guangxi universities?

All focus group experts agreed on the strategies outline for variable 4: supporting performance evaluation. In addition, the experts also added 3 strategies as follows:

4.1 Supporting universities in Guangxi to hire third-party institutions to conduct performance evaluation of universities

In Guangxi Zhuang Autonomous Region, in order to improve the objectivity and professionalism of the performance evaluation of higher education institutions, it is a positive move to support colleges and universities to hire third-party institutions for performance evaluation. The following are specific extensions of this practice: 1) Introduction of professional third-party agencies: Guangxi universities can cooperate with professional third-party evaluation agencies, which usually have rich experience and professional evaluation tools, and can conduct comprehensive evaluation of the teaching quality, scientific research results, social services and other aspects of universities from an independent and objective perspective. 2) Improve the fairness of the evaluation: The participation of third-party institutions can help reduce the possible conflicts of interest and subjective biases in the internal evaluation, ensure that the evaluation results are more impartial, and increase the acceptance of the evaluation results. 3) Customized evaluation scheme: Third-party institutions can design customized performance evaluation schemes according to the specific needs and characteristics of universities in Guangxi, so as to more accurately evaluate the teaching and scientific research performance of universities. 4) International perspective and comparison: third-party institutions often have an international perspective and can introduce advanced concepts and standards of international higher education to help Guangxi universities locate themselves in the process of internationalization and enhance their international competitiveness. 5) Continuous tracking and feedback: third-party institutions can provide continuous tracking evaluation and regular feedback for universities in Guangxi, helping universities to find problems in time and adjust relevant strategies to achieve continuous improvement

and development. 6) Enhance transparency and trust: Through the participation of third-party institutions, the performance evaluation process of universities in Guangxi will be more transparent, and the evaluation results will be more easily recognized and trusted by all sectors of society. 7) Promote internal management reform: The results of the third-party evaluation can provide the basis and direction for the reform of universities in Guangxi, and promote the innovation of the internal management system and mechanism of schools.

To sum up, in order to effectively implement this strategy, universities in Guangxi should consider their professional ability, experience, independence and reputation when selecting third-party institutions. At the same time, colleges and universities should establish a good communication and cooperation mechanism with third-party institutions to ensure the smooth progress of evaluation. In addition, universities should also consider combining the results of third-party evaluation with their own development strategies and goals to realize the true value of performance evaluation. Through these measures, universities in Guangxi can make use of the professional strength of third-party institutions to improve the quality of performance evaluation and provide strong support for the long-term development of universities.

4.2 Improving the monitoring and management in the performance evaluation process of universities in Guangxi

In some universities in Guangxi, human resource managers attach great importance to the setting of performance indicators at the beginning of the year and performance appraisal at the end of the year, but they lack necessary and consistent process monitoring and management in the performance management process. This situation may lead to the imperfection and poor effect of performance management. The setting of performance indicators at the beginning of the year is the starting point of performance management, which defines the work goals and expectations for employees. The performance appraisal at the end of the year is the summary and evaluation of the work of the employee for a year, which is related to the promotion, reward and punishment of the employee and career development. Therefore, these two links are undoubtedly very important. However, just focusing on these two links is not enough, as performance management is an ongoing, circular process that needs to be effectively monitored and managed throughout the cycle. In the process of performance management, if there is no consistent process monitoring and management, the following problems may occur: 1) Lack of timely feedback: When employees encounter difficulties or challenges in their work, they may not be able to get timely guidance and help, leading to the accumulation of

problems and affecting the work effect. 2) Goal deviation: During a long work week, employees may gradually deviate from the original goal, and the lack of process monitoring can not detect and correct this deviation in a timely manner. 3) Lack of motivation: Without process incentives and encouragement, employees may gradually lose their motivation and enthusiasm for work, leading to a decline in performance. 4) Unfair assessment: If we only rely on the performance assessment at the end of the year, we may not be able to comprehensively and accurately evaluate the work performance of employees, resulting in unfair assessment results and affecting the satisfaction and loyalty of employees.

In order to solve these problems, human resource managers in Guangxi universities need to pay attention to the process monitoring and management in the process of performance management. Specific measures can include: 1) Regular tracking: Set up regular performance tracking meetings to discuss work progress, problems encountered, and next steps with employees to ensure that the work is always on target. 2) Timely feedback: Provide employees with timely work feedback, praise their strengths, point out the need for improvement, and help them constantly improve their work ability. 3) Process incentive: Set up a monthly or quarterly reward mechanism to motivate employees to maintain high enthusiasm and excellent work performance. 4) Diversified assessment: In addition to the performance assessment at the end of the year, diversified assessment methods such as peer evaluation and student evaluation can be introduced to make the assessment results more comprehensive and fair. 5) The use of digital platforms or systems to more quickly grasp and real-time understanding of university staff performance progress and results, and give more explicit guidance.

To sum up, the problems existing in the performance management process of some universities in Guangxi can be effectively solved by strengthening the process monitoring and management. This will help to enhance staff effectiveness and satisfaction, and promote the long-term development of the school.

4.3 Solving the situation that some managers still hold the traditional concept of performance management.

In universities and colleges in Guangxi, although digital technology has brought the possibility of innovation to performance management, there are still some college leaders and teachers who are influenced by traditional management concepts and hold a conservative attitude towards the emerging performance management concepts and methods in the digital era. This traditional perception may stem from long-established management models and mindsets that lead to

hesitation and resistance in the face of digital transformation. Some Guangxi university administrators may prefer to use familiar management methods, such as face-to-face communication, paper documentation and traditional evaluation methods. They may see these methods as more reliable and intuitive, and lack sufficient trust and understanding of digital tools and big data analytics. In addition, some teachers may also feel uncomfortable or unnecessary with the application of new technologies and fear that digital performance management will put an extra burden on their work.

To sum up, the constraint of this traditional concept not only limits the efficiency and science of performance management, but also affects the pace of the overall digital transformation of colleges and universities. In order to overcome this challenge, Guangxi universities need to take positive measures to promote the change of campus culture and encourage Guangxi university administrators and teachers to embrace the new ideas and technologies of the digital age.

5. What is your opinion about the strategies for **enhancing salary and benefits management** in the digital era for Guangxi universities?

All focus group experts agreed on the strategies outline for variable 5 enhancing salary and benefits management. In addition, the experts also added 2 strategies as follows:

5.1 Enhancing the performance pay scheme in Guangxi universities

Most universities in Guangxi adopt the independent distribution scheme of the secondary colleges. The core of this system is to give each secondary college greater autonomy, so that it can flexibly formulate and adjust the distribution of the performance salary according to its actual situation and needs. This management mode aims to improve the adaptability and effectiveness of the performance-based pay system, and then stimulate the enthusiasm of teachers and staff, and improve the overall level of school running. Under this scheme, universities usually set a certain total amount of performance pay for secondary colleges, and then the secondary colleges independently decide the specific distribution ratio and amount according to the performance of teachers in teaching, scientific research, social services and other aspects, as well as the development strategy and goals of the colleges. Such a distribution mechanism allows the secondary college to more accurately reward those teachers and staff who have made outstanding contributions to the development of the college, while also allowing dynamic adjustment of performance pay according to the actual situation. In order to ensure the fairness

and rationality of the independent allocation scheme of secondary colleges, universities often establish a set of perfect supervision and evaluation system. This includes monitoring the performance pay allocation process for secondary colleges to ensure it is open and transparent, as well as evaluating the results to ensure they are in line with the school's overall interests and development strategy. In addition, the university will also encourage the exchange and sharing of experience between the secondary colleges to promote the continuous improvement and optimization of the performance-based pay system. The advantage of implementing the independent allocation scheme of secondary colleges is that it can better reflect the fairness and incentive of the performance-based pay system. Because secondary colleges have a more direct and in-depth understanding of their own development and the performance of faculty and staff, they are able to assess and reward faculty and staff performance contributions more accurately. At the same time, the programme also helps to strengthen the sense of responsibility and mission of the secondary college, and encourages it to be more proactive in promoting the development of the school.

To sum up, the independent allocation plan of secondary colleges implemented by most universities in Guangxi aims to improve the flexibility and pertinence of the performance-based pay system by giving secondary colleges greater autonomy, so as to better motivate teachers and staff, and promote the development of teaching, scientific research, social services and other work of the school.

5.2 Supporting the construction of salary and welfare system in universities in Guangxi

First of all, universities in Guangxi have a wide range of choices in the construction of salary and welfare system. These universities can choose to adopt different compensation and benefit models to meet different staff needs and incentive goals. For example, some universities may pay more attention to the performance-based salary system, which closely links the salary of faculty members with their work performance to motivate them to work. Others may be more inclined to offer a stable base salary and rich benefits package to attract and retain top talent. Secondly, universities in Guangxi have adopted more mature technology in the construction of salary and welfare system. Many colleges and universities have realized the digital management of salary payment by introducing advanced software systems to handle the tasks of salary calculation, payment and report generation. These systems are often automated and intelligent, which can greatly improve the

efficiency and accuracy of compensation management. In addition, universities in Guangxi region also pay attention to the construction of salary and welfare system and related policies. The school will reasonably design and adjust the salary and welfare system according to the national and local laws and regulations as well as the policy requirements of the education department. This not only helps ensure school compliance, but also provides better protection and support for staff.

To sum up, the construction of salary and welfare system for colleges and universities in Guangxi has a relatively rich choice, and the relevant technology is relatively mature. These characteristics are helpful for Guangxi colleges and universities to better meet the needs and incentive goals of faculty and staff, and improve the level of human resource management and the overall competitiveness of schools.

6. What is your opinion about the strategies for **solving employee relations** in the digital era for Guangxi universities?

All focus group experts agreed on the strategies outline for variable 6: solving employee relations. In addition, the experts also added 2 strategies as follows:

6.1 Enhancing communication and cooperation among various departments by digital means

In Guangxi universities, the adoption of digital methods to strengthen communication and collaboration among various departments in colleges and universities, so as to improve employee relationship management, is an important strategy to enhance organizational effectiveness and promote staff satisfaction. The following are some specific methods: 1) Implement a unified communication platform: Universities in Guangxi can adopt a unified digital communication platform, such as cloud-based collaboration software, to achieve instant communication, file sharing and collaborative work between faculty and staff. Such a platform can transcend geographical and temporal constraints, improve the efficiency and ease of communication, and thus enhance team collaboration and employee interaction. 2) Establish an electronic document management system: Through the establishment of an electronic document management system, departments can easily share and access working documents, reduce the use of paper documents, and improve the transparency and traceability of work processes. This systematic information management helps reduce misunderstandings and conflicts and promotes mutual understanding and support among employees. 3) Develop project management tools: By using project management software, universities in Guangxi

can better plan and track the work progress of various departments, ensure the timely completion of projects, and improve the rationality of resource allocation and work coordination. This helps to reduce work stress and increase employee job satisfaction and team spirit. 4) The implementation of intelligent conference system: the use of digital conference systems, such as video conferencing and online meeting tools, can help departments efficiently communicate in meetings, and even remote workers can smoothly participate in the discussion and decision-making process. This ensures that every employee has a chance to speak, enhancing their sense of participation and belonging. 5) Build a data analysis and reporting platform: Establish a centralized data analysis and reporting platform, which can help various departments obtain key data of school operation in real time, provide scientific basis for decision-making, and promote cross-departmental cooperation based on data. Through the analysis of employee performance and satisfaction, the management can better understand the needs of employees and formulate corresponding human resource strategies. 6) The introduction of mobile office applications: staff are encouraged to use mobile devices and applications for daily work, so that they can access the required information anytime and anywhere, deal with work affairs in a timely manner, and strengthen the coherence and flexibility between teams. This flexible approach to work contributes to work-life balance and increases employee job satisfaction. 7) Enhance network security and privacy protection: While using digital tools to enhance communication and collaboration, universities in Guangxi need to ensure the security of the network environment, prevent data leakage and unauthorized access, and protect the personal information of staff and students. This is not only respect for the fundamental rights of employees, but also the basis for maintaining a relationship of trust and a good working environment.

To sum up. Through the application of these digital means, Guangxi universities can build a more compact, efficient and transparent working environment, making the collaboration between various departments more seamless, thereby improving the operational efficiency and service quality of the entire institution. At the same time, these measures help to improve staff relationship management, enhance staff job satisfaction and loyalty, and lay a solid human resources foundation for the long-term development of the school.

6.2 Supporting technological innovation to improve the efficiency of employee relationship management in universities in Guangxi.

In the digital age, the continuous emergence of new technologies provides more possibilities for digital employee relationship management in Guangxi

universities. The application of these technologies can not only improve management efficiency, but also provide employees with a better work experience. Among them, technologies such as big data analysis and artificial intelligence-assisted communication show great potential in employee relationship management. First of all, big data analysis technology can help universities to effectively analyze the massive data generated in employee relationship management. By collecting and integrating data on employee performance, satisfaction surveys, turnover rates, and more, schools can dig deeper into potential problems and trends. For example, by comparative analysis of employee turnover rates in different departments or positions, schools can identify potential management problems or work environment problems and take timely measures to improve them. Secondly, AI-assisted communication technology also brings new possibilities for employee relationship management. For example, schools can use intelligent customer service systems to answer employees' questions about benefits policies, salaries, and so on. This kind of system can automatically give corresponding answers according to the questions of employees, which greatly improves the efficiency of communication. In addition, schools can use natural language processing technology to analyze employee feedback to help schools better understand employee needs and expectations. In addition to big data analytics and AI-assisted communication, there are many other technologies that can be applied to employee relationship management. For example, blockchain technology can be used to secure employees' personal information and prevent data leaks and tampering; Virtual reality technology can provide employees with a more realistic training experience and help them better master their job skills.

To sum up, the continuous emergence of new technologies provides more possibilities for digital employee relationship management in Guangxi universities. By applying technologies such as big data analytics and AI-assisted communication, schools can improve management efficiency, improve employee experience, and provide strong support for the long-term development of schools. With the further development of technology, the application of digital employee relationship management in Guangxi universities will be more extensive and in-depth in the future.

Assessment checklist	Suitability					Feasibility				
	5	4	3	2	1	5	4	3	2	1
2.3 Developing standardized recruitment procedures and systems										
2.4 Developing international cooperation and communication										
2.5 Improving the policy of attracting high-level talents										
2.6 Improving digital technology										
2.7 Improving the investment in information technology										
2.8 Supporting recruitment systems										
2.9 Supporting digital management methods										
2.10 Solving the problem that talented staff running off										
2.11 Solving the greater pressure										
3. Training and Development										
3.1 Developing digital human resources training plans										
3.2 Enhancing the emphasis										
3.3 Promoting the training mode										
3.4 Promoting personalized training										
3.5 Promoting the training system and integration of training resources										
3.6 Supporting to establish teacher training bases in cooperative enterprises										
3.7 Supporting to broad market space										
3.8 Solving the uneven strength of teachers										
4. Performance Evaluation										

Appendix D

The Results of the Quality Analysis of Research Instruments

1. Strategies for Human Resource Management in Digital era for Guangxi Universities

NO	Human Resource Management	Experts					IOC	validity
		Expert 1	Expert 2	Expert 3	Expert 4	Expert 5		
Human Resource Planning								
1	Administrators analyze and dynamically deduce the data of the stock by digital means	1	1	1	1	1	1	valid
2	Administrators analyze and dynamically deduce the data of structure by digital means	1	1	1	1	1	1	valid
3	Administrators analyze and dynamically deduce the data of flow by digital means	1	1	1	1	1	1	valid
4	Administrators determine the needs of talents by digital means	1	1	1	1	1	1	valid
5	Administrators put forward early warning of the introduction based on the external talent market by digital means	1	0	1	1	1	0.8	valid
6	Administrators can be forward early warning of the training based on the external talent market by digital means	1	1	1	1	0	0.8	valid
7	Administrators conducted employee expectations survey by digital means	1	0	1	1	1	0.8	valid
8	Administrators formulate more forward-looking personnel management planning by digital means	1	0	1	1	1	0.8	valid

1. Strategies for Human Resource Management in Digital era for Guangxi Universities

NO	Human Resource Management	Experts					IOC	validity
		Expert 1	Expert 2	Expert 3	Expert 4	Expert 5		
9	Administrators solve the job mismatch problems by using digital technology	1	1	1	1	1	1	valid
10	Administrators solve the personnel loss problems by using digital technology	1	1	1	0	1	0.8	valid
11	Administrators solve the uncoordinated student-teacher ratio problems by using digital technology	1	1	0	1	1	0.8	valid
12	Administrators set a high efficient human resource planning by using digital technology	1	1	1	1	1	1	valid
Recruitment Management								
1	Administrators build needed talent portrait in the big data analysis by digital technology according to the human resources planning	1	1	1	1	0	0.8	valid
2	Administrators build needed knowledge map in the big data analysis by digital technology according to the human resources planning	1	0	1	1	1	0.8	valid
3	Administrators search the national university talent database in the applicant information	0	1	1	1	1	0.8	valid

1. Strategies for Human Resource Management in Digital era for Guangxi Universities

NO	Human Resource Management	Experts					IOC	validity
		Expert 1	Expert 2	Expert 3	Expert 4	Expert 5		
4	Administrators search the recruitment platform in the applicant information	1	1	1	1	1	1	valid
5	Administrators compare rapidly the national university talent database and recruitment platform in the applicant information	1	0	1	1	1	0.8	valid
6	Administrators match degree evaluation by digital skill	1	0	1	1	1	0.8	valid
7	Administrators recommend intelligently high matching degree of the candidates by digital skill	1	1	1	1	1	1	valid
8	Administrators realize the management process of intelligent recruitment by digital technology	1	1	1	1	1	1	valid
9	Administrators save recruitment time by using digital technology	1	1	1	1	1	1	valid
10	Administrators reduce greatly the recruitment cost by using digital technology	1	1	1	1	1	1	valid
11	Administrators improve recruitment efficiency by using digital technology	1	1	1	1	1	1	valid
Training and Development								
1	Administrators tailor personalized training plan and learning method	1	0	1	1	1	0.8	valid

1. Strategies for Human Resource Management in Digital era for Guangxi Universities

NO	Human Resource Management	Experts					IOC	validity
		Expert 1	Expert 2	Expert 3	Expert 4	Expert 5		
11	Administrators support that university increase human capital by digital training and development	1	1	1	1	1	1	valid
12	Administrators set a high efficient training and development by using digital technology	1	1	1	1	1	1	valid
Performance Evaluation								
1	Administrators build accurate performance plans	1	1	1	1	1	1	valid
2	Administrators track employee's work completed	1	1	0	1	1	0.8	valid
3	Administrators track to project advancement	1	1	1	1	1	1	valid
4	Administrators collect attendance data by using digital technology	1	1	1	1	1	1	valid
5	Administrators analysis employee's performance index completion	1	1	1	1	1	1	valid
6	Administrators found defects in the process of performance evaluation	1	1	1	1	1	1	valid
7	Administrators formulate feasible new performance indicators	1	1	1	1	1	1	valid
8	Administrators analyze the reasons for the difference in the performance	1	0	1	1	1	0.8	valid

1. Strategies for Human Resource Management in Digital era for Guangxi Universities

NO	Human Resource Management	Experts					IOC	validity
		Expert 1	Expert 2	Expert 3	Expert 4	Expert 5		
9	Administrators combined with the actual results of the performance evaluation	1	1	1	0	1	0.8	valid
10	Administrators put forward the suggestions for personnel post adjustment according to the performance appraisal results	1	1	1	1	0	0.8	valid
11	Administrators realize the dynamic and accurate matching of people and posts	1	1	1	1	1	1	valid
12	Administrators get a high efficient performance evaluation by using digital technology	1	1	1	1	1	1	valid
Salary and Benefits Management								
1	Administrators establish a reasonable wage and benefits system	1	1	1	1	1	1	valid
2	Administrators complete work performance better within the salary and benefits management	1	0	1	1	1	0.8	valid
3	Administrators improve work efficiency within the salary and benefits management	0	1	1	1	1	0.8	valid
4	Administrators use salary system to complete the payment of salary and Benefits	1	1	1	0	1	0.8	valid

1. Strategies for Human Resource Management in Digital era for Guangxi Universities

NO	Human Resource Management	Experts					IOC	validity
		Expert 1	Expert 2	Expert 3	Expert 4	Expert 5		
13	Administrators have a high efficient salary and benefits management by using digital technology	1	0	1	1	1	0.8	valid
Employee Relations Management								
1	Administrators communicate with employee by digital technology	0	1	1	1	1	0.8	valid
2	Administrators manage and encourage with employee by digital technology	1	1	1	1	1	1	valid
3	Administrators conclude and manage employment contracts by digital technology	1	0	1	1	1	0.8	valid
4	Administrators predict the possibility of employee loss by digital technology	1	1	1	0	1	0.8	valid
5	Administrators predict the cause of employee loss by digital technology	1	1	0	1	1	0.8	valid
6	Administrators reduced the negative impact of sudden resignation of employees by digital technology	1	1	1	1	0	0.8	valid
7	Administrators improve employee satisfaction because of the employee relations management	1	1	1	0	1	0.8	valid

1. Strategies for Human Resource Management in Digital era for Guangxi Universities

NO	Human Resource Management	Experts					IOC	validity
		Expert 1	Expert 2	Expert 3	Expert 4	Expert 5		
8	Administrators facilitate the employee relationship management in university more accurate in The information system	1	1	1	1	1	1	valid
9	Administrators facilitate the employee relationship management in university more intelligent in The information system	1	1	1	1	1	1	valid
10	Administrators facilitate the employee relations more harmonious and stable in The information system	1	1	1	1	1	1	valid
11	Administrators have a high efficient employee relations management by using digital technology	1	1	1	1	1	1	valid

2. Reliability Analysis

Simplified Format of Cronbach's Reliability Analysis

Number of Items	Sample Size	Cronbach's Alpha Coefficient
71	375	0.989

From the table above, it can be seen that the reliability coefficient value is 0.989, which is greater than 0.9, indicating that the quality of the research data reliability is high. Regarding the "coefficient with deleted items," the reliability coefficient does not significantly increase when any item is deleted. Therefore, it indicates that the items should not be deleted. Regarding the "CITC value," the CITC values for all analyzed items are above 0.4, indicating that there is a good correlation between the analyzed items, which also indicates a good reliability level. In summary, the reliability coefficient value of the research data is higher than 0.9, which comprehensively indicates high data reliability quality and can be used for further analysis.

3. Adaptability Analysis

KMO and Bartlett's tests

KMO value		0.986
Bartlett's sphericity test	Approximate chi-square	25917.383
	df	2485
	p-value	0.000

The KMO and Bartlett tests were used to validate the adaptability. From the table above, it can be seen that the KMO value is 0.986, which is greater than 0.8, indicating that the research data is highly suitable for extracting information (which indirectly reflects good adaptability).

Appendix E
Certificate of English



This is to certify that

Mrs. Han Yi

Achieved BSRU English Proficiency Test (BSRU-TEP) level

C2

Given on 25th January 2021

(Assistant Professor Dr Kulsirin Aphiratvoradej)
Director

Appendix F

The Document for Acceptance Research

ชว.๘๐๒๗ / ๑๑๔



มหาวิทยาลัยมหาจุฬาลงกรณราชวิทยาลัย

วิทยาเขตนครศรีธรรมราช

๓/๓ ม.๕ ต.มะม่วงสองต้น อ.เมือง จ.นครศรีธรรมราช ๘๐๐๐๐

โทร. ๐๗/๕-๓๔๒๘๔๗ โทรสาร ๐๗/๕-๓๔๕๘๖๒

๘ พฤษภาคม ๒๕๖๗

เรื่อง รับรองการลงบทความวิจัยเพื่อตีพิมพ์ในวารสารมหาจุฬานาครทรรศน์

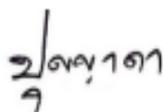
เรียน นางทาน อี้

ตามที่ นางทาน อี้ และรองศาสตราจารย์ ดร.นิรันดร์ สุธีนิรันดร์ ผู้ช่วยศาสตราจารย์ ดร.กัญญาพัชญ์ ปลายักัดทอง และผู้ช่วยศาสตราจารย์ ดร.คนกร สว่างเจริญ ได้ส่งบทความวิจัยเรื่อง "กลยุทธ์การจัดการทรัพยากรมนุษย์ในยุคดิจิทัลของมหาวิทยาลัยกวาสี" เพื่อพิจารณาตีพิมพ์ในวารสารมหาจุฬานาครทรรศน์ มหาวิทยาลัยมหาจุฬาลงกรณราชวิทยาลัย วิทยาเขตนครศรีธรรมราช ซึ่งได้รับการคัดเลือกเข้าสู่ฐานข้อมูลของศูนย์ดัชนีการอ้างอิงวารสารไทย (ศูนย์ TCI) ได้ถูกจัดกลุ่มคุณภาพวารสารประจำปี พ.ศ.๒๕๖๒ ให้เป็น วารสารที่มีคุณภาพกลุ่มที่ ๒ (TCI ฐาน ๒) และอยู่ในฐานข้อมูล TCI จนถึง ๓๑ ธันวาคม ๒๕๖๗ โดยจะดำเนินการจัดพิมพ์ในฉบับต่อไปตามระยะเวลาที่ได้กำหนดไว้ และวารสารมหาจุฬานาครทรรศน์ ได้รับบทความวิจัยของท่านเป็นที่เรียบร้อยแล้ว

ในการนี้ วารสารมหาจุฬานาครทรรศน์ มหาวิทยาลัยมหาจุฬาลงกรณราชวิทยาลัย วิทยาเขตนครศรีธรรมราช ขอรับรองว่าบทความของท่านได้ผ่านตอบรับเพื่อพิจารณาบทความตีพิมพ์เผยแพร่ในปีที่ ๑๑ ฉบับที่ ๘ (สิงหาคม ๒๕๖๗) นี้ ซึ่งภายหลังจากนี้บทความจะผ่านการตรวจสอบความถูกต้องทางวิชาการ โดยกองบรรณาธิการวารสารฯ และผู้ทรงคุณวุฒิต่อไป

จึงเรียนมาเพื่อโปรดทราบและดำเนินการต่อไป

เรียนมาด้วยความเคารพ



(นางสาวปวงญาดา จงละเอียด)

บรรณาธิการวารสารมหาจุฬานาครทรรศน์

มหาวิทยาลัยมหาจุฬาลงกรณราชวิทยาลัย วิทยาเขตนครศรีธรรมราช

Researcher Profile

Name-Surname: Han Yi
Birthday: July 27, 1987
Place of Birth: Guilin, Guangxi, China

Educational background:

- Doctor of Philosophy Program in Educational Administration, Bansomdejchaopraya Rajabhat University, in 2021
- Master of Public Administration, Guangxi Minzu University, in 2010
- Bachelor of English, Guangxi University, in 2006

Work experience:

Administrative staff, Human resource department from 2013 to the present

Office Location:

Guangxi Polytechnic of Construction

Current Contact Location:

No.33, Luowen Road, Nanning, Guangxi, China