



## Strategies to Improve the Effectiveness of Human Resources Management of Universities in Guangxi

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### ABSTRACT:

The objectives of this research were: 1) to study the current situation of effectiveness of human resource management of universities in Guangxi, 2) to develop strategies to improve the effectiveness of human resource management of universities in Guangxi, 3) to assess feasibility of the strategies to improve the effectiveness of human resource management of universities in Guangxi. The sample were middle-senior manager. Full-time teachers and staff, total 357 people. Research instruments include: 1) questionnaire, 2) structured interview, and 3) evaluation form. data analysis percentage, mean, standard deviation and content analysis.

The results were found that: The effectiveness of human resource management in universities in Guangxi at high level. The strategies to improve the effectiveness of human resource management includes 7 aspects, total 78 measures: (1) Talent selection and allocation 11 measures; (2) incentive mechanism 11 measures; (3) Occupational safety and security 10 measures; (4) Participate management 11 measures; (5) Performance management 11 measures; (6) Information communication and the exchange 13 measures; (7) Human resources strategic planning 11 measures. The feasibility of the strategies to improve the effectiveness of human resources management of universities in Guangxi at high level.

## 1. INTRODUCTION

Research background and reference policy and legal basis. Background of the study. With the globalization of the world economy and the acceleration of information technology, talents are playing an increasingly important role in the increasingly fierce market competition, and the key to the success of talent competition lies in the competition of education. As the saying goes: education is the foundation of a century-long plan, which shows that accelerating the development of education is the fundamental way to comprehensively improve the quality of the population and enhance the competitive advantage of human resources.

At present, in order to gain competitive advantages, many universities in China are willing to introduce talents at high prices to enhance the competitiveness of schools and improve the level and quality of schools. However, in recent years, the development of the situation is not satisfactory, many universities are constantly losing talents. This reflects that there are still many problems in the human resources management of college teachers, and the effect of human resources management in universities is not ideal. The human resource management of college teachers in China, especially the problem of low management effectiveness, has seriously restricted the development of universities in the new era and new environment.



This study tries to ensure the correlation of data and ensure the same level of data factors, and constructs a set of human resource management system that can improve the effectiveness of human resource management in universities, providing a new method for improving the organizational effectiveness of universities, and has theoretical guiding significance. Construct the evaluation index system of human resource management effectiveness in Guangxi universities, which provides theoretical basis and tools for scientific evaluation of human resource management effectiveness in universities. This study hopes that the above evaluation methods can provide theoretical basis and measurement tool reference for the evaluation of human resource management effectiveness in other Chinese universities.

## 2. RESEARCH QUESTIONS

1. What level of the effectiveness of human resource management of universities in Guangxi?
2. What are the strategies to improve the effectiveness of human resources management of universities in Guangxi?
3. The strategies to improve the effectiveness of human resources management of universities in Guangxi are feasible?

## 3. LITERATURE REVIEW

### 3.1 Theoretical background of the study

Liu, G. H., & Hu, S. H. (2011). The essence of higher education management is to coordinate the investment of higher education resources with the realization of the overall goal of high effectiveness. The formation of the conceptual logic system of higher education and the definition of the research object have laid the foundation for the development of the basic theory of higher education.

Lee, W. c. (1995). Research and theoretical development of higher education system in recent years, the reform of China's education system has attracted more and more attention. Some scholars believe that the improvement of the quality of Chinese universities cannot be achieved without the reform of the education system.

### 3.2 Theoretical basis of human resource management

Schulz (1959) published "Human Investment: An Economist's Perspective", which proposed the theory of human capital.

Becker (1964) systematically elaborated human capital and human capital investment from the perspective of family production and individual resource allocation, and provided a persuasive theoretical explanation for the nature of human capital and the investment behavior of human capital.

### 3.3 Human resource management research

Miles, R. E. (1966) the workers and expressed by the quantity and quality of the workers, which is manifested by the workers' health, operational skills and labor proficiency in a certain period of time. The value of human capital is generally understood to be formed through human capital investment and can be measured

Robbins (1982) scholars generally believe that this kind of capital grows much faster than traditional capital. However, American economist Becker believes that the investment in human resources is multifaceted, mainly the human capital formed by education expenditure and health expenditure.

### 3.4 Research on the basic situation of universities

Li, F. (2014) Individual needs are diverse, at present, with the continuous development of society, the salary of college teachers has increased, and the demands of college teachers are characterized by diversity. The status of material needs is declining year by year, while the status of spiritual needs is growing day by day, and they yearn for a higher social status.

Cano, C. P., & Cano, P. Q. (2006). The identification of value, Because of their professional characteristics, college teachers have relatively free independence and more personal time, so it is unscientific to measure the value of this group according to the eight hours of enterprises and institutions.

### 3.5 Human resource management evaluation research

Liu, G. (2011) pointed out that the core idea of balanced scorecard is that enterprises must constantly innovate and learn, continuously improve the internal operation process of enterprises, and obtain maximum customer satisfaction in order to obtain sustainable financial returns.

Zhao, S. (2005). Human resource cost control, the way to evaluate human resource performance is to measure human resource costs and compare them with standard costs. Through the accounting and comparison of each



cost, the performance of human resource management can be monitored, but the standard data used for comparison is not necessarily effective, because the human resource cost control method only uses a part of the enterprise's records.

### 3.6 Research on the effectiveness of human resource management in universities

Hitt et al., (1986) The effectiveness of human resource management refers to the degree to which human resource management activities can reach the target

Huselid et al., (1997) Human resource management effectiveness is the delivery of high quality technical and strategic HUMAN RESOURCE MANAGEMENT activities

### 3.7 General information about the study site

General situation of Guangxi University for Nationalities. Guangxi University for Nationalities ("Introduction to the Guangxi University for Nationalities," 2022) is a comprehensive institution of higher learning for nationalities established to train party and government cadres and professional and technical personnel of ethnic minorities in Guangxi. Currently,

there are 29,857 full-time students in the university, and ethnic minority students account for more than 50% of the total. Guangxi University for Nationalities gathers famous teachers and talents.

### 3.8 Evaluation of previous studies

studies provide some good ideas for evaluating the effectiveness of human resource management of universities, but there is still a lack of recognized successful tools.

### 3.9 Related research

Qiuyue Wang. (2021) analyzed the value of embedding big data into human resource management in universities, proposed optimization goals for human resource management in universities in the era of big data, and effectively improved human resource planning by establishing big data awareness.

Teng, Y. (2020). believes that flexible management matches the characteristics of human resources in universities, and the organizational environment in universities meets the needs of flexible management of human resources.

## 4. RESEARCH CONCEPTUAL FRAMEWORK

**Figure 1** Research Framework





## 5. OBJECTIVES OF THE RESEARCH

1. To Study the current situation of effectiveness human resource management of universities in Guangxi.
2. To Develop strategies to improve the effectiveness of human resource management of universities in Guangxi.
3. To assess feasibility of strategies to improve the effectiveness of human resource management of universities in Guangxi.

## 6. RESEARCH METHODOLOGY

### 6.1 Population and Sample

#### 6.1.1 Population

The total population of research was 48,00, including three groups of people belonging to universities in Guangxi: (1) Middle-senior manager, including the president and vice president, assistant president, director of the director and deputy director (minister), and dean and deputy director of the secondary college; (2) Full-time teachers; (3) Staff, including department (department) and below staff, school office staff, teaching support staff, laboratory staff, logistics service staff.

The universities selected in Guangxi are comprehensive universities, liberal arts colleges and vocational schools with the nature of junior colleges as stipulated by the Chinese education authorities.

#### 6.1.2 Sample

##### The sample of questionnaire group

The sample of this study is selected from 3 universities in Guangxi, including 1 comprehensive university, 1 liberal arts college and 1 vocational college of specialized nature, each of which intends to sample

119 people, a total of 357 people. Includes the following groups: (1) Middle-senior manager, including presidents and vice presidents, assistant presidents, heads and deputy directors (ministers), and heads and deputy deans of secondary colleges; (2) Full-time teachers; (3) Staff, including department (department) and below staff, school office staff, teaching support staff, laboratory staff, logistics service staff.

Choose three universities in Guangxi with roughly the same number of people, including a comprehensive university, a liberal arts college, and a vocational and technical college. Each university intends to sample 119 people, a total of 357 people.

### Research Instruments

#### Research Methods

Multivariate research methods and multivariate data collection methods are adopted in this study. In order to check and confirm the correctness of data, quantitative data and qualitative data are used to combine the research data. This survey includes administrators, full-time teachers and staff of universities in Guangxi. With reference to the current popular scale, "Guangxi University human resource management effectiveness scale" is designed to carry out a questionnaire survey. According to the research on the current situation of human resource management effectiveness of universities in Guangxi, structural interviews are conducted at the same time, and then according to the results of questionnaire survey and interview, strategies to promote the improvement of human resource management effectiveness of universities in Guangxi are formulated and the feasibility evaluation is implemented.

## 7. RESEARCH RESULTS

**Table 1** Analysis on the development level of human resource management effectiveness in Guangxi universities (n=357)

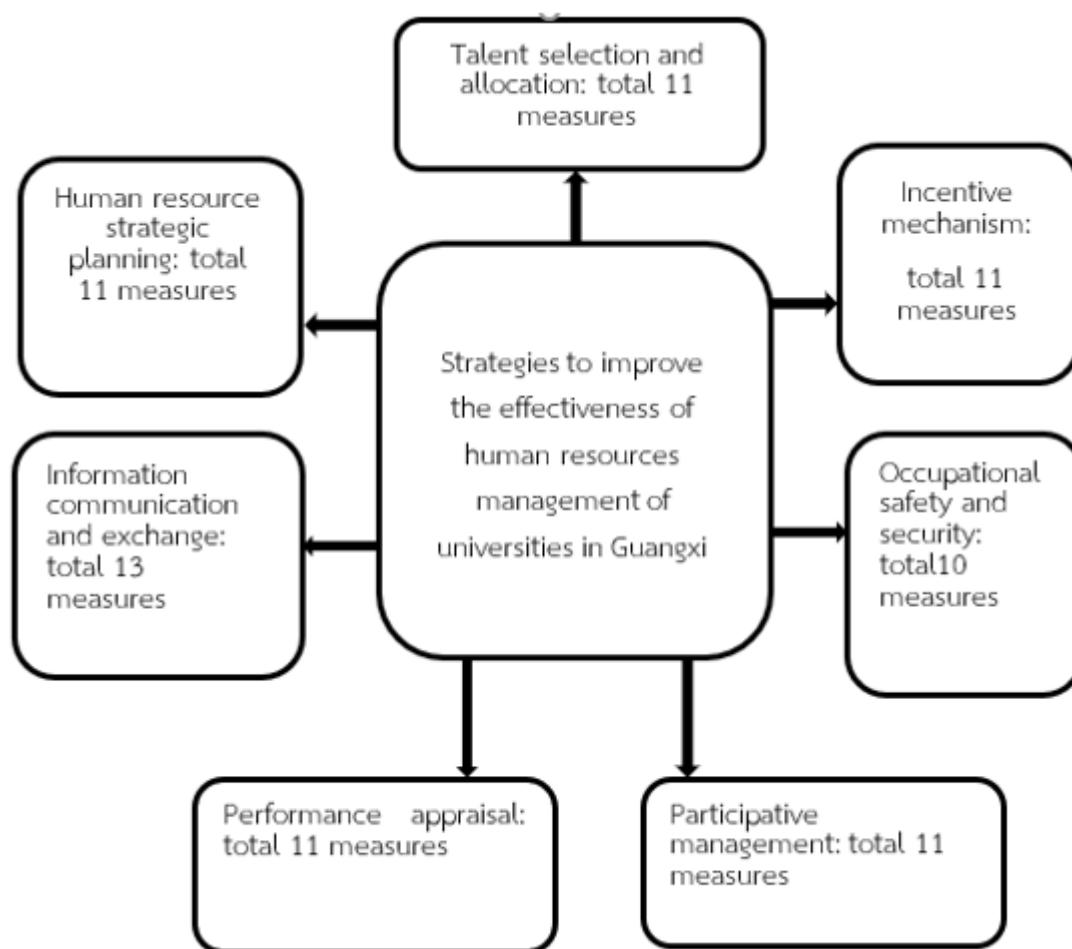
Strategies to improve the effectiveness of human resources management of universities in Guangxi		$\bar{X}$	S.D.	level	order
1	Talent selection and allocation	3.82	0.61	high	1
2	Incentive mechanism	3.66	0.54	high	4
3	Occupational safety and security	3.54	0.63	high	6



4	Participative management	3.37	0.69	medium	7
5	Performance appraisal	3.59	0.69	high	5
6	Information communication and the exchange	3.67	0.60	high	3
7	Human resource strategic planning	3.76	0.64	high	2
<b>Total</b>		<b>3.63</b>	<b>0.63</b>	<b>high</b>	

According to Table 4.2, The average of seven variables of human resource management effectiveness development in Guangxi is at a high level ( $\bar{X}=3.63$ ), The average of Talent selection and allocation is

the highest ( $\bar{X}=3.82$ ), followed by the the average of human resources strategic planning ( $\bar{X}=3.76$ ), and the lowest average is participative management ( $\bar{X}=3.37$ ).



**Figure 2** Tap strategy for improving the effectiveness of human resource management in Guangxi universities model





## 8. CONCLUSION AND DISCUSSION

### 8.1 Conclusion

The purpose of this study is to explore the strategy of human resource management effectiveness in Guangxi universities. This study focuses on 7 variables of human resource management effectiveness: Talent selection and allocation, incentive mechanism, occupational safety guarantee, participative management, Performance appraisal, information communication and the exchange, and human resource strategic planning. Through investigation, research and analysis, the following conclusions are drawn:

1. According to the first research objective, by analyzing the average and standard deviation of the survey results of human resource management effectiveness in universities in Guangxi, It is found that the average value of human resource management effectiveness in sample universities is ( $\bar{X}=3.63$ ), which is higher than the theoretical neutral value of 3.50 and much lower than the maximum value of 4.51. This shows that the effectiveness of human resource management in universities is in a good state and level, but there are also some deficiencies.
2. According to the second research objective, the author combed and analyzed the results of the questionnaire and interview, and proposed strategies to optimize the effectiveness of human resource management in universities in Guangxi, including 7 aspects and 78 measures, detailed as follows:

**The strategy of Talent selection and allocation**, including 11 measures: (1) Develop strict talent selection criteria and hiring procedures;(2) The number of teachers must be set taking into account the ratio of students to teachers;(3) The selection should be comprehensive test, through written test, interview and review; (4) Establish a fully meaningful contractual relationship;(5) Adopt a combination of regular employment and lifetime employment;(6) Match the job position with the talent selection;(7) Introduce more high-level talents when financial conditions permit;(8) Introduce talents with different educational backgrounds, majors, titles and other structures and levels;(9) Set up posts reasonably according to the compilation number of universities, conduct work analysis, and clarify post responsibilities;(10)Streamline the bloated administrative structure and rationally allocate the personnel of various departments;(11) Rational division of labor to reduce unnecessary personnel or re-delineate work.

**The strategy of optimizing incentive mechanism**,including 11 measures: (1) A fair and equitable internal promotion system shall be established;(2) Can be promoted from professional and technical positions or administrative positions;(3) Improve the incentive salary distribution system and increase the funding and rewards for teachers' scientific research;(4) Increase monetary income such as salary and bonus;(5) Take in-kind distribution to increase welfare, including complimentary parking Spaces;(6) Formulate the goals, contents and paths of human resources training and development in universities;(7) Attach importance to the evaluation of human resources training and development;(8) Organic integration of material labor remuneration such as promotion, training and salary with spiritual remuneration;(9) Realize the transformation of salary from security type to incentive type;(10) Use a combination of positive and negative incentives;(11) Pay attention to rights, care and self-actualization.

**The strategy of occupational safety and security**, including 10 measures: (1) A fair and equitable internal promotion system shall be established;(2) Can be promoted from professional and technical positions or administrative positions;(3) Improve the incentive salary distribution system and increase the funding and rewards for teachers' scientific research;(4) Increase monetary income such as salary and bonus;(5) Take in-kind distribution to increase welfare, including complimentary parking Spaces;(6) Formulate the goals, contents and paths of human resources training and development in universities;(7) Attach importance to the evaluation of human resources training and development;(8) Organic integration of material labor remuneration such as promotion, training and salary with spiritual remuneration;(9) Realize the transformation of salary from security type to incentive type;(10) Use a combination of positive and negative incentives;(11) Pay attention to rights, care and self-actualization.

**The strategy of participative management**, including 11 measures:(1)Encourage teachers to participate in university management;(2) Hold symposiums and research group activities;(3) Hold seminars, forums, etc., organize collective activities inside and outside the school;(4) Set up an open mailbox and adopt a reward mechanism(5) Teachers should be actively involved in major decision-making issues;(6) The administrative department of the university shall give timely feedback to the teachers' opinions and suggestions;(7) Establish a sound work system process and information notification process;(8) Give play to the role of the faculty Congress;(9) Establish and improve the democratic supervision and management mechanism in



universities;(10) Authorize specialized oversight departments to be responsible for the implementation of important matters;(11) The school management establishes communication channels with faculty and staff.

**The strategy of Performance appraisal**, including 11 measures: (1) Establish a Performance appraisal system consistent with the university's development strategic goals;(2) Formulate assessment management indicators based on the opinions of finance and personnel departments;(3) Make assessment management indicators with reference to peers and system rules;(4) Develop Performance appraisal indicators for different categories and levels of personnel;(5) Timely feedback of evaluation results to faculty and staff;(6) Take the assessment results as the basis for training, salary, promotion and rewards and punishments;(7) Assessment according to teaching, scientific research, administration, teaching assistant and other positions;(8) Take a comprehensive 360 performance review;(9) Post assessment, fine-tune the standard according to the implementation;(10) Conduct target management and regular assessment;(11) Conduct assessment from the aspects of morality, ability, diligence, performance and integrity.

**The strategy of information communication and the exchange**, including 13 measures: (1)Strengthen the disclosure of school affairs and implement the faculty's right to know;(2) Strengthen the construction of propaganda media such as campus network and publicity column;(3) Create a favorable communication environment and cultivate communication awareness;(4) Formulate different communication methods and channels according to different communication purposes;(5) Establish rich communication mechanisms and forms, such as meetings, talks, interviews, etc;(6) Strengthen communication through mailboxes, forums and online platforms;(7) Actively contact the network, timely voice, feedback questions;(8) Build a platform to strengthen exchanges and cooperation between academic teams in universities;(9) Create a platform for intra-school collaboration, inter-school collaboration and school-enterprise collaborative innovation ;(10) Establish and improve multi-agent interactive communication channels and hierarchical and hierarchical communication platforms;(11) Pay attention to the reactions and actions after communication;(12) Constantly summarize and optimize the communication platform;(13) Establish information systems to facilitate teacher communication.

**The strategy of human resources strategic planning**, including 11 measures : (1) Carry out strategic analysis

and establish the concept of university strategic human resource management;(2) Strengthen the organic combination of human resource strategy and organizational strategy;(3) Emphasize the joint development of organizations and individuals;(4) Establish a scientific control and evaluation system;(5) Timely adjustment of targets through human resource planning, forecasting and implementation feedback;(6) Control the proportion and quantity of high-level talents from the aspects of academic qualifications and professional titles;(7) The leading and exemplary role of existing talents should be brought into play and mobilized in the planning ;(8) Analyze the internal and external environment of human resources and human resources stock;(9) Make demand and supply forecast, and formulate human resource planning plan in combination with financial budget;(10) Strengthen linkages between human resources management and other faculties in strategic planning;(11) The formulation of talent planning scheme should be investigated and demonstrated by multiple parties.

3. According to the third research objective, this paper makes an expert evaluation on the feasibility of strategies to improve the effectiveness of human resources management of universities in Guangxi. The evaluation results show that the strategy is at high level.

## 8.2 Discussion

The average and standard values of 7 variables in the questionnaire are analyzed by investigating the current situation of human resource management effectiveness in universities in Guangxi. The survey found that the overall average value of Talent selection and allocation, incentive mechanism, occupational safety and security, participative management, Performance appraisal, information communication and the exchange, and human resource strategic planning was 3.63, the average level was at a high level, and the average value of the 7 variables was ranked from high to low: 1. Talent selection and allocation,2. Human resources strategic planning,3. Information communication and the exchange,4. Incentive mechanism,5. Performance appraisal,6. Occupational safety guarantee,7. Participative management. The average value is higher than the theoretical neutral value of 3.50, and there is a big gap between it and the implementation maximum value of 4.51, which indicates that the effectiveness of human resource management in universities is in a good state and level, but at the same time, there are some shortcomings, which need to be further optimized.

**Discussion on Talent selection and allocation:** The average value of Talent selection and allocation status is,



which is at a relatively high level. By analyzing the average value and standard deviation data of Talent selection and allocation status, it is found that the average value of "universities try their best to arrange the right people to the right posts" is the lowest, indicating that the system of talent selection in universities in Guangxi is relatively perfect. The selection process is relatively standardized, but there are also situations where the management is not in place after hiring, and the people have not really matched the posts and made the best use of their talents. In order to solve these problems, the researchers proposed to optimize the Talent selection and allocation strategy, including 11 measures.

**Incentive mechanism discussion:** The average value of the current situation of the incentive mechanism is, which is at a relatively high level. By analyzing the average value and standard deviation data of the state of the incentive mechanism, it is found that the average value of "fair and reasonable salary system of universities" is the lowest, indicating that the salary system of universities in Guangxi is still irrational in terms of salary structure, incentive effectiveness, welfare and other aspects. In order to solve these problems, the researchers propose a strategy to optimize incentive mechanism, including 11 measures.

**Occupational Safety and Security Discussion:** The average value of occupational safety and security status is, which is at a relatively high level. By analyzing the average value and standard deviation of occupational safety and security status, it is found that the average value of "universities have sufficient job establishment" is the lowest, indicating that universities in Guangxi have higher occupational safety and security, and more people are willing to engage in this work. However, the administrative departments strictly control the establishment of posts, which is not easy to enter, and the mobility of talents is not strong. To address these issues, the researchers propose to optimize occupational safety and security strategies, including 10 measures.

**Participate management discussions:** The average value of the status quo of Participative management is, which is at a relatively high level. By analyzing the average value and standard deviation of the status quo of Participative management, It is found that the average level of "faculty and staff in universities can often participate in decision-making" is the lowest, indicating that college teachers in Guangxi have insufficient or ineffective channels for participating in management. The network platform provides new channels for teachers to participate in governance, but it has not been institutionalized. To address these issues, the

researchers propose a strategy to optimize participative management, consisting of 11 measures.

**Performance appraisal discussion:** The average value of Performance appraisal status is, which is at a general level. By analyzing the average value and standard deviation data of Performance appraisal status, it is found that the average value of "comprehensive, scientific and reasonable establishment of assessment standards in universities" is the lowest. It shows that the performance appraisal index system of universities in Guangxi is not reasonable and perfect, and the difference between the assessment indicators of teaching posts, scientific research posts and management service posts is not clear, which cannot fully reflect the nature difference and performance effectiveness of different types of posts, and the assessment is basically conducted according to "morality, ability, diligence, performance and integrity". In order to solve these problems, the researchers proposed to optimize the Performance appraisal strategy, including 11 measures.

**Information communication discussion:** The average value of information communication and the exchange status is, which is at a relatively high level. By analyzing the average value and standard deviation of information communication and the exchange status, The lowest average level was found for "The University has feedback is clear and timely". It shows that the information communication mechanism of universities in Guangxi is not perfect, and there are still some problems such as insufficient, reasonable and effective use of internal communication channels and untimely information feedback. In order to solve these problems, the researchers proposed a strategy to optimize information communication and the exchange, including 13 measures.

**7. Human Resources strategic planning discussion:** The average value of the status quo of human resource strategic planning is ( $\bar{X}=3.76$ ), which is at a relatively high level. By analyzing the average value and standard deviation of the status quo of human resource strategic planning, Found the lowest average is "The universities involve teachers in the formulation of long-term development plans " It shows that universities do not allow teachers to participate in the formulation of long-term development plans, and the human resources strategic planning is not in line with the reality of universities , and there are problems such as the disconnection between planning and demand and financial budget. In order to solve these problems, the researchers proposed to optimize the human resources strategic planning strategy, including 11 measures.

## 9. RECOMMENDATIONS





**Talent selection and allocation** should be strengthen work analysis, accurately describe job characteristics and conditions, and formulate strict criteria and hiring procedures for talent selection; According to the needs of the recruitment plan, and then job recruitment, and finally through the assessment and quality assessment line method, hire qualified candidates, and strive to achieve the matching of people and posts; The introduction of talents should optimize the allocation of human resources from many aspects such as education structure, age structure, professional structure and title structure

**Incentive mechanism** should be establish and improve the incentive mechanism, build a fair and reasonable content promotion system with clear ways and channels, which can be promoted from professional and technical positions or administrative positions; Improve the incentive salary distribution system of universities, and strengthen the forms of salary, bonus, welfare, currency or kind payment; In light of the financial situation, the material labor remuneration such as promotion, training and salary should be organically integrated with the spiritual remuneration.

**Occupational safety and security** should be break the phenomenon of insufficient mobility of talents in universities , open recruitment, reasonable flow, competition for positions, establish and improve the personnel flow mechanism , make the flow of personnel become a normal state, reduce the occupational safety and human resource management effectiveness in universities.

**Participative management** should be establish and improve various consultation and dialogue systems, promote communication and management mechanisms between functional departments at all levels of universities, and between leading management and teachers, regularly or irregularly conduct dialogues and consultations on major matters, important decisions and important issues, and timely feedback from administrative departments to teachers' opinions and suggestions, so as to smooth the channels of interest expression, democratic participation in politics and democratic management through multiple channels.

**Performance appraisal** should be different assessment index systems are formulated according to teaching, scientific research and administration, teaching assistant and attendance positions. The main indicators of assessment of teaching and research positions are based on teaching workload and research workload indicators, the payment of teacher post allowances is directly linked to performance assessment, and the performance assessment indicators of administrative, teaching

assistant and attendance personnel are mainly based on qualitative and accurate descriptions.

**Information communication and the exchange** should be establish rich communication mechanisms and forms, such as meetings, talks, interviews, etc., and set up mailboxes, forums, service networks, etc., actively contact the network, timely voice, feedback problems; Build various platforms to strengthen academic team exchanges and cooperation.

**Human Resource strategic planning** should be Strictly regulate the human resource strategic planning process, strengthen the relationship between the human resource management department and other colleges in strategic planning, strengthen research and demonstration, and finally determine the human resource planning plan that matches the strategy through strategic analysis, environmental analysis, human resource stock and forecast analysis, plan formulation, control and adjustment, etc. On this basis, specific human resource management action plans are formulated, including post setting, recruitment, promotion, training, performance management, wage and welfare policies, etc.

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