



# Human Resource Management Optimization Strategy for Private Universities in Guangdong Province

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## KEYWORDS

strategies for optimizing, human resource management, private university

## ABSTRACT:

The objectives of this research were 1) To study the current situation and problems of human resource in private universities in Guangdong Province.

2) To develop a human resource management optimization strategy of private universities in Guangdong province 3) To evaluate the human resource management optimization strategy of private universities in Guangdong province. we're including 7 following aspects:

1) Strengthening Teacher/Staff Training, 2) Enhancing Career Development Planning, 3) Fostering Campus Culture Construction, 4) Ensuring Compensation and Employee Welfare, 5) Implementing Performance Appraisal, 6) Enhancing Interpersonal Relationship, 7) Optimizing Other Work Conditions. The sample group of this research were 274 staff/teacher/administrators in private universities in Guangdong. The interview group was the 5 groups from each private university, totaling 14 people. 5 experts for evaluating the adaptability and feasibility of strategy for optimizing the human resource management of private universities in Guangdong consisted of high-level HR administrators from each private university, The research instruments were document analysis, questionnaire, structured interview and evaluation form.

The results were found that the current situation of human resource management of private universities in Guangdong in seven 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 employee welfare, followed by performance appraisal, thirdly by interpersonal relationship, fourthly by Strengthening Teacher/Staff Training, fifthly by Enhancing Career Development Planning, and campus culture construction was the lowest level. The strategies for optimizing the human resource management level is: Strengthening Teacher/Staff Training, Enhancing Career Development Planning, Fostering Campus Culture Construction, Ensuring Compensation and Employee Welfare, Implementing Performance Appraisal, Enhancing Interpersonal Relationship, Optimizing Other Work Conditions. The results about evaluation of the adaptability and feasibility of strategies for optimizing the human resource management level was at highest level.

## 1. INTRODUCTION

China has relatively high policy protection and preference for public universities, while private universities lack more resources. The level of human resource management of private universities in

Guangdong province is at a better level in China, but there are still many aspects to be improved. For example, the competitiveness of teachers in private universities is far less than that of public universities. Because of the limited funds, narrow educational policies and unbalanced structure of practitioners, private universities



are under great pressure to survive and develop. Under the fierce competition environment of higher education in China, Guangdong private universities to sustainable survival and development, must first to diagnose and solve its own problems, continuously optimizing the quality of education is the key to enhance the core competitiveness, and the quality of education is the premise and guarantee for optimizing high quality teachers' team for support.

With the rapid development of higher education, the government has increased its investment and divided public education into research-oriented, teaching-oriented, teaching-research-oriented and other types, aiming to cultivate talents of different levels and types. The development of privately-run higher education in this form is challenged and faces huge competition brought by the environment [1]. Among them, high quality teachers and high-quality teaching are the important embodiment of the connotative development of universities. Because most private universities were set up late, lack of relevant national policies to guide the public recognition of private universities are generally lower, and exposed the problems in the process of its development, especially in human resource management issues, such as single incentive mechanism, human resources overall configuration is not reasonable, performance appraisal lack of innovation and so on.

Because of the above reasons, the researcher decided to conduct a study on the optimization of human resources strategy in Guangdong private universities.

## 2. RESEARCH QUESTIONS

1. What is the current situation and human resource management problems of Guangdong private universities?
2. What is the human resource management optimization strategy for private universities in Guangdong?
3. Are the human resource management optimization strategy for private universities in Guangdong suitable and feasible?

## 3. LITERATURE REVIEW

### 3.1 Concept and theory of human resource management

Beer et al. (1984). This model emphasizes the integration of HRM policies with the overall business

strategy, employee influence, and societal considerations.

### 3.2 Concept of human resource management characteristics

HRM plays a central role in managing the workforce to optimize their potential and achieve organizational success.

### 3.3 Concept of humanistic management theory

Humanistic Management Theory is a management approach that places emphasis on the well-being and dignity of individuals within an organization. Humanistic Management Theory represents a people-centered approach that prioritizes the well-being of employees, ethical practices, and sustainability.

### 3.4 Concept of private universities

Private universities play a vital role in higher education by offering specialized programs, fostering innovation, and providing a unique educational experience.

### 3.5 Concept of Strategy Development

Strategy Development is a multifaceted and dynamic process that enables organizations to navigate uncertainties and pursue their long-term goals. By employing strategic analysis, selecting appropriate models, and involving stakeholders.

### 3.6 Related Research

Rusman et al. (2019) has studied the implementation of human resource management on the internationalization of a private university, the oldest private university in Indonesia.

Winarno et al. (2019) aimed to identify the effect of commitment and work engagement on research performance of the lecturers in Private Universities. The sample group consisted of lecturers in private universities.

Ashraf (2019) conducted research with a twofold aim: first, to examine the influence of working condition on faculty retention and quality education in the private higher education sector; and second.

Tumwesigye et al. (2020) explored the mediating effect of affective commitment on the relationship between human resource management



practices (HRMPs) and the turnover intentions of university employees in Uganda.

Hagoug et al. (2020) examined the role of strategic capabilities in achieving academic performance in Sudanese private universities. The sample group and tools used were not mentioned.

Amin et al. (2020) aimed to explore the relationship between human resource management practices and employee performance in Malaysian private universities.

Barqawi (2021) tried to understand the most requirements needed to build a good distance learning system and to know the impact of distance learning requirements in achieving learning outcomes during COVID-19 at private Jordanian universities.

Khulaemi (2021) aimed to determine the curriculum and laboratories in universities in the field of

renewable energy. The sample group and tools used were not specified.

Yuxin et al. (2021) conducted influential work, but the specifics were not provided.

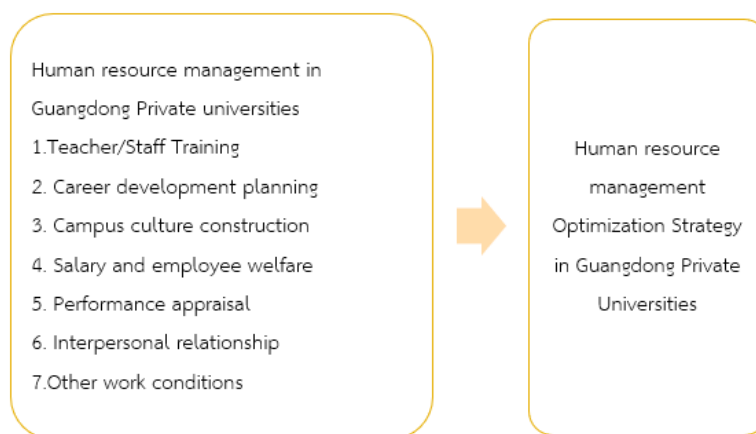
Zou Feifei (2017) believes that with the deepening of China's social system construction, the Internet and computer technology as the medium of information technology are being widely used in the development of all walks of life.

Zhang Lixin (2022) put forward the current problems and countermeasures of the human resource management of private universities.

Li Xiaofeng (2021) explored the teacher management of private universities based on Maslow's hierarchy of needs theory.

#### 4. RESEARCH CONCEPTUAL FRAMEWORK

**Figure 1** Research Framework



#### 5. OBJECTIVES OF THE RESEARCH

1. To study the current situation and problems of human resource in private universities in Guangdong Province.

2. To develop a human resource management optimization strategy of private universities in Guangdong province

3. To evaluate and examine the human resource management optimization strategy of private universities in Guangdong province.

#### 6. RESEARCH METHODOLOGY

##### 6.1 Population and Sample

###### 6.1.1 Population

The HRM (human resource management) related staff (920 people) in 5 private universities in Guangdong Province.

###### 6.1.2 Sample

###### The sample groups

The sample used in this study was determined according to the sampling calculation method proposed



by Krejcie and Morgan, as shown in Table 1.1, The sample of human resources management of 5 universities were analyzed by selecting representative 274 staff of these universities in Guangdong Province, which is satisfied the requirement. By using systematic random sampling and sample random sampling was also used by drawing from private universities.

The 5 universities chosen include: Beijing Institute of Technology (Zhuhai), Zhuhai University of Science and

Technology, Nanfang University of Guangzhou, Guangzhou Xinhua University, and Guangdong Baiyun University.

### Research Instruments

The instruments used in this study include questionnaires, interview forms, and an evaluation form of optimization strategy for human resource management of private universities in Guangdong. The specific contents include.

## 7. RESEARCH RESULTS

**Table 1** The average value and standard deviation of the current situation of human resource management for Guangdong private universities in teacher/staff training

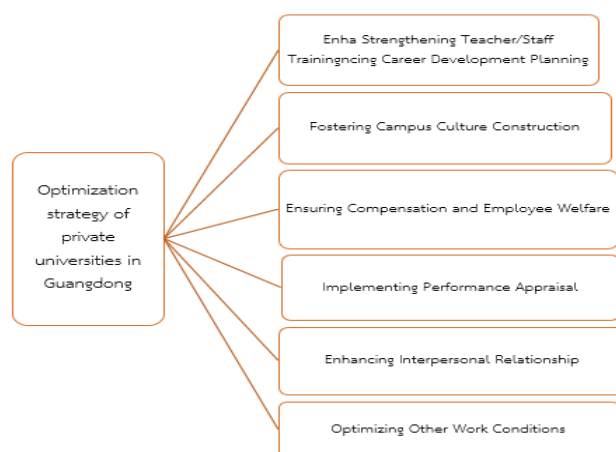
(n=274)

| Teacher/Staff training              | $\bar{X}$   | S.D.        | level      | rank |
|-------------------------------------|-------------|-------------|------------|------|
| 1 Training Needs Assessment         | 2.45        | 0.02        | low        | 1    |
| 2 Training Programs                 | 2.40        | 0.05        | low        | 3    |
| 3 Training Effectiveness            | 2.43        | 0.01        | low        | 2    |
| 4 Training Feedback and Improvement | 2.39        | 0.08        | low        | 4    |
| <b>Total</b>                        | <b>2.42</b> | <b>0.38</b> | <b>low</b> |      |

According to table 4.3, it was found that the current situation of human resource management for Guangdong private universities in teacher/staff training was at low level ( $\bar{X}=2.42$ ). Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was Training Needs Assessment

( $\bar{X} = 2.45$ ), followed by Training Effectiveness ( $\bar{X} = 2.43$ ), and Training Programs was

( $\bar{X} = 2.40$ ), and Training Feedback and Improvement was the lowest level ( $\bar{X} = 2.39$ ).



**Figure 2** Optimized Strategies of Human Resource Management of Private Universities in Guangdong



## 8. CONCLUSION AND DISCUSSION

### 8.1 Conclusion

The research in the strategies for optimizing the human resource optimization strategy in private universities in Guangdong. The researcher summarizes the conclusion into 3 parts, details as follows

Part 1: the current situation of human resource optimization strategy in private universities in Guangdong

Part 2: the strategies for optimizing the human resource optimization strategy in private universities in Guangdong

Part 3: the adaptability and feasibility of strategies for optimizing the human resource optimization strategy in private universities in Guangdong.

#### **Part 1: the current situation of human resource management in private universities in Guangdong**

The current situation of human resource management in private universities in Guangdong in seven 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 compensation and employee welfare, followed by performance appraisal, thirdly by career development planning, fourthly by Teacher/staff training and interpersonal relationship, then by other working conditions, and campus culture construction was the lowest level.

1. Ensuring Compensation and Employee Welfare was at highest level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was conducting compensation surveys to ensure competitiveness in salary packages, followed by designing flexible compensation structures to meet diverse employee needs, thirdly by providing performance-based bonuses and incentives to reward outstanding employee performance, fourthly by regularly assessing employee welfare programs to ensure their attractiveness and relevance, and offering employee benefits such as medical insurance and paid leave, caring for employees' health and family life was the lowest level.

2. Implementing Performance Appraisal was at highest level. Considering the results of this research aspects ranged from the highest to lowest level were as

follow: the highest level was establishing clear performance metrics and standards aligned with job responsibilities, followed by Implementing 360-degree feedback and multi-source assessments for comprehensive performance information, thirdly by encouraging continuous feedback and goal-setting to help employees improve their performance, fourthly by adopting fair and just performance evaluation procedures to avoid discrimination and bias, using performance data as the basis for rewards, recognition, and promotion, motivating employees to improve their performance was the lowest level.

3. Enhancing Interpersonal Relationship 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 organizing team-building events and team training to improve mutual understanding and trust among employees, followed by providing conflict resolution training to help employees address interpersonal relationship issues, thirdly by encouraging collaboration and resource sharing among employees to promote teamwork, fourthly by establishing internal communication platforms for employees to share experiences and resources, using performance data as the basis for rewards, recognition, and setting up employee communication mechanisms to collect suggestions and feedback on the work environment and interpersonal relationships was the lowest level.

4. Enhancing Career Development Planning was at high level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was collaborate with employees to set clear career goals and development plans, followed by providing career counseling and guidance to help employees plan their career paths, thirdly by encouraging employees to engage in cross-functional projects and tasks to broaden their experiences, fourthly by Design job rotation programs to allow employees to gain diversified experiences in different departments, and offering continuous education and learning opportunities to support employees' career advancement was the lowest level.

5. Fostering Campus Culture Construction 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 fostering a positive culture that encourages innovation and collaboration, followed by organizing creative and team-building activities to





promote communication and cohesion among employees, thirdly by establishing recognition systems to reward employees' innovative achievements, fourthly by gathering employee feedback and suggestions on campus culture through surveys and feedback mechanisms, and cultivating leadership's role modeling in campus culture construction and values dissemination was the lowest level.

6. Strengthening Teacher/Staff Training was at high level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was conducting employee skills and needs assessment to identify training requirements, followed by design training programs for different positions, including teaching techniques, specialized knowledge, thirdly by facilitating collaboration between internal and external training resources to expand options ,fourthly by regularly evaluate training effectiveness and make improvements based on feedback, and incentivizing employee participation in learning and development initiatives through rewards and recognition was the lowest level.

7. Optimizing Other Work Conditions 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 ensuring reasonable workloads to prevent employee overburden, followed by providing a comfortable work environment and facilities, caring for employees' working conditions and comfort, thirdly by regularly conduct occupational health assessments and job satisfaction surveys, fourthly by encouraging employees to participate in social welfare and volunteer activities, enhancing employees' sense of social responsibility, and offering flexible work arrangements and remote work options to support employees' work-life balance was the lowest level.

## 8.2 Discussion

The research in the strategies for optimizing the human resource management in private universities in Guangdong. The researcher summarizes the discussion into 3 parts, details as follows:

Part 1: the current situation of human resource management in private universities in Guangdong

Part 2: the strategies for optimizing the human resource management in private universities in Guangdong

Part 3: the adaptability and feasibility of strategies for optimizing the human resource management in private universities in Guangdong.

### Part 1: the current situation of human resource management in private universities in Guangdong

The current situation of human resource management in private universities in Guangdong was found to be at a middle level across seven key aspects. Based on the research findings, the aspects were ranked from the highest to the lowest level as follows: salary and employee welfare were at the highest level, followed by performance appraisal, interpersonal relationships, career development planning, teacher training, other work conditions, and campus culture construction as the lowest level. This evaluation is in line with the research conducted by Ashraf (2019, p.12) [21].

Salary and employee welfare were rated at the highest level due to the significant focus on providing competitive compensation packages and attractive employee benefits. This aligns with Tumwesigye's concept, which highlights the positive impact of rewarding employees for improved motivation and job satisfaction (Tumwesigye et al., 2020, p.10) [22].

Performance appraisal received a high rating, indicating the effective implementation of evaluation systems. This finding is consistent with Hagoug et al.'s concept, which emphasizes the importance of performance appraisal in enhancing employee performance and organizational productivity (2020, p.11) [23].

Interpersonal relationships among employees were also rated at a high level. This reflects the emphasis on fostering a harmonious work environment and team collaboration, aligning with the concept proposed by Amin et al. (2020, p.9) [24].

Career development planning skills were evaluated to be at a high level, showcasing the universities' commitment to providing growth opportunities for their employees. This finding is supported by Lio's concept, which underscores the significance of career planning in talent development and retention (2021, p.5) [25].

Other work conditions were perceived to be at a middle level, possibly indicating room for improvement in certain aspects. This observation correlates with Khaleesi's concept, which advocates for creating an



optimal work environment to enhance employee well-being and productivity (2021, p.6) [26].

However, teacher/staff training received a low rating, suggesting a need for more robust and tailored training programs. This aligns with the concept put forth by Yuxin et al., which emphasizes the importance of continuous training and professional development to enhance employee skills and knowledge (2021, p.7) [27].

In conclusion, the evaluation of human resource management in private universities in Guangdong highlights both strengths and areas for improvement. Emphasizing salary and employee welfare, performance appraisal, interpersonal relationships, and career development planning can contribute to a more effective HRM system, while attention to other work conditions and teacher/staff training is essential for further enhancement.

## **Part 2: the strategies for optimizing the human resource management in private universities in Guangdong**

According to table 4.11, the researcher provided strategies for optimizing human resource management in private universities in Guangdong, covering seven aspects with a total of 35 measures.

These strategies and measures are crucial for improving the efficiency and quality of human resource management in private universities. The following discussion will provide support for this conclusion based on relevant references.

Firstly, Strengthening Teacher/Staff Training is a key step in optimizing human resource management. Research has shown that providing continuous professional training for teachers and staff can enhance their teaching and job performance, improve their professional knowledge and skills, and better meet the needs of students and the organization[31]. Additionally, training can increase employee satisfaction and loyalty, reducing turnover rates and cutting costs associated with recruiting and training new staff members [32].

Secondly, Ensuring Compensation and Employee Welfare is crucial for attracting and retaining excellent faculty and staff. Studies have demonstrated that offering competitive compensation and benefits can enhance employees' motivation and job satisfaction, strengthen their identification with the organization, and

consequently reduce employee turnover while increasing their overall commitment and productivity [33].

Thirdly, Implementing Performance Appraisal and Enhancing Career Development Planning can motivate employees to improve their performance and provide opportunities for personal growth. Research supports that clear performance standards and incentive measures can stimulate employee enthusiasm, promote individual growth and career advancement, leading to improved overall organizational performance [34].

Fourthly, Enhancing Interpersonal Relationship and Fostering Campus Culture Construction can improve the internal atmosphere of the organization, enhance cooperation and trust among employees, and foster information sharing and team collaboration. Positive interpersonal relationships and a harmonious campus culture can increase employees' sense of belonging and collective identity, thereby enhancing their job satisfaction and efficiency[35].

Lastly, Optimizing Other Work Conditions, such as improving the working environment and implementing flexible work arrangements, can further enhance employees' job satisfaction and quality of life. Research has indicated that providing a good working environment and flexible work arrangements can reduce employees' work-related stress and fatigue, leading to increased motivation and job performance [36].

In conclusion, based on the support from relevant references, the strategies and measures presented in table 4.11 are essential for private universities in Guangdong. By Strengthening Teacher/Staff Training, Enhancing Career Development Planning, Fostering Campus Culture Construction, Ensuring Compensation and Employee Welfare, Implementing Performance Appraisal, Enhancing Interpersonal Relationship, and Optimizing Other Work Conditions, these institutions can enhance faculty and staff job satisfaction and efficiency, ultimately improving overall organizational performance and competitiveness. However, it should be noted that different universities may face unique challenges and contexts, and thus, the implementation of these strategies should be tailored and optimized accordingly.

## **Part 3: the adaptability and feasibility of strategies for optimizing the human resource management of private universities in Guangdong**



In conclusion, the adaptability and feasibility of strategies aimed at optimizing human resource management in private universities within Guangdong have yielded highly favorable results, scoring between 4.00 and 5.00. The study has revealed that private universities exhibit a high degree of flexibility in their human resource management practices, enabling them to swiftly adapt to the ever-changing internal and external environments. The formulation and implementation of various strategies have taken into consideration the unique characteristics of the higher education market in the region, as well as the strengths and weaknesses inherent to private educational institutions.

Within this study, several key success factors that contribute to enhancing human resource management within private universities have been identified. Firstly, compared to traditional public universities, private institutions tend to be more agile and responsive to market demands and student expectations. Secondly, diversifying recruitment channels and talent development programs can attract and retain high-quality faculty and administrative staff. Additionally, fostering a positive organizational culture and promoting opportunities for employee engagement and growth can bolster a sense of belonging and motivation among staff members.

Nevertheless, while the outcomes are highly encouraging, certain challenges warrant attention. Private universities still contend with intense market competition and financial pressures, potentially impacting the implementation of some long-term sustainable human resource management strategies. Furthermore, due to the relatively limited scale and resources of private universities, executing complex human resource initiatives may necessitate increased investment and dedication.

To sum up, the results of this study underscore the exceptional adaptability and feasibility of strategies aimed at optimizing human resource management within private universities in the Guangdong region. However, as time progresses, vigilance is required to monitor market shifts and internal institutional developments, ensuring that the strategies adopted remain aligned with the latest needs and challenges.

## 9. RECOMMENDATIONS

### Implications

The research results showed that the recommendations about strategies for optimizing the human resource management of private universities in Guangdong are as follows:

Teacher/staff training should be strengthened through the establishment of a comprehensive and continuous professional development program. This program should include workshops, seminars, and mentoring sessions, enabling faculty and staff to enhance their teaching and research skills and stay updated with the latest educational trends and methodologies. Additionally, the university should consider collaborating with industry experts and professionals to provide real-world experiences and practical knowledge to the staff, which can improve the quality of education and research in the institution.

Career development planning should be emphasized, with the creation of personalized development plans for faculty and staff. These plans should align with the university's strategic goals and the individual's aspirations, fostering a sense of purpose and direction in their career paths. Moreover, offering opportunities for job rotations and cross-functional assignments can broaden their skillsets and perspectives, facilitating career advancement within the university.

Campus culture construction should be focused on building a supportive and inclusive work environment. Encouraging open communication, teamwork, and mutual respect among faculty, staff, and students can foster a positive organizational culture. Moreover, recognizing and celebrating achievements, as well as encouraging participation in extracurricular activities, can enhance a sense of community and belonging within the university.

Salary and employee welfare should be competitive and equitable, taking into account market standards and individual performance. Implementing a transparent and fair compensation system can improve employee motivation and job satisfaction. Additionally, offering attractive benefit packages, such as health insurance, retirement plans, and work-life balance programs, can contribute to employee well-being and retention.

Performance appraisal should be based on clear and objective criteria, linked to the university's mission and





objectives. Providing regular feedback and recognition of accomplishments can encourage continuous improvement and strengthen employee engagement. Furthermore, incorporating self-assessment and peer evaluation mechanisms can promote a culture of accountability and collaboration.

Interpersonal relationship should be promoted through team-building activities and communication training. Building strong connections among employees can improve cooperation and trust, leading to a more harmonious work environment. Encouraging a culture of open feedback and resolving conflicts constructively can enhance employee relationships and reduce workplace tensions.

Other work conditions should be optimized by enhancing the physical work environment and offering flexible work arrangements, such as telecommuting options and flexible hours. Providing a comfortable and conducive workspace can boost employee morale and productivity. Moreover, offering work-life balance initiatives, like wellness programs and family support services, can contribute to employee satisfaction and retention.

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