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Constructing guidelines to enhance the quality of human resource management at Guangxi University of Finance and Economics

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ABSTRACT

The problems of this research were that the teachers in vocational colleges didn't have digital skills, so this study will find the way to enhance digital skills for teachers. This article aimed to 1) investigate problems of students, teachers, and administrators in vocational colleges for enhancing digital skills; 2) investigate needs of students, teachers, and administrators in vocational colleges for enhancing digital skills; and 3) develop a strategic guideline for enhancing digital skills for teachers in the vocational college of Guangxi Vocational University of Agriculture. And the sample was divided into 2 groups, namely 1) 392 students and 2) 316 teachers and administrators. The stratified random sampling technique selected them. The instrument for collecting data was the questionnaire. Data were analyzed by descriptive statistics and content analysis. The research yielded the following results: 1) The problems and needs for enhancing digital skills for teachers in Guangxi Vocational University of Agriculture are at the "highest" level; 2. All 8 units were assessed by 3 experts and presented with IOC values. All 8 units assessing and having IOC values from 0.67 to 1.00 means that the strategic guideline for enhancing digital skills for teachers in the vocational The College of Guangxi Vocational University of Agriculture is acceptable; it can be used as a strategic guide for teachers in the vocational college of Guangxi Vocational University of Agriculture to enhance digital skills.

Introduction

In today's globalized and technologically advanced world, competition among nations has shifted from resources to talent. This is particularly relevant for China, which faces technological barriers. The key to overcoming these challenges lies in technological innovation, driven by skilled human talent. Universities play a crucial role in cultivating this talent, as they are not just centers of knowledge but also incubators of innovation. With the increasing global competition, the importance of universities in developing innovative and technical talent is evident. They foster interdisciplinary thinking and teamwork, essential for solving real-world problems.

However, the effectiveness of higher education institutions largely depends on the quality of their human resources. The design, structure, and management of university human resources are closely tied to national development strategies. Improving human resource management within universities is essential for nurturing talent and maintaining competitiveness. Effective management influences recruitment, training, and the overall growth of the institution.

As societal and economic demands evolve, human resource management in universities must innovate to attract and retain top talent. This is particularly important as research-oriented universities undergo transformations to meet medium- and long-term educational goals. Yet, challenges persist in the structure and governance of university human resources. Issues such as inefficient resource allocation, outdated governance models, and burdensome workloads for young faculty members hinder progress. These challenges lead to talent turnover and prevent universities from fully meeting societal demands for education.

To address these issues, researchers at Guangxi University of Finance and Economics are exploring ways to enhance human resource management. Their findings aim to provide insights that will improve decision-making and contribute to the optimization of university human resources, ultimately strengthening the institution's ability to meet future challenges.

Objectives

1. To investigate problems of human resource management at Guangxi University of Finance and Economics.
2. To investigate needs of guideline to enhance human resource management Guangxi University of Finance and Economics.
3. To develop guideline to enhance the quality of human resource management at Guangxi University of Finance and Economics.

Literature review

By collecting and organizing existing research literature, it has been shown that current studies on human resource management in higher education institutions have not considered the impact of HRM innovation, sustainability, and management processes. This study aims to fill this knowledge gap. Below are the relevant references for effective human resource management:

Su (2021, pp.1-6) Innovative thinking of human resources management in colleges and universities. It enhances competitiveness, harnesses staff members' enthusiasm, and drives comprehensive educational reforms. Innovative models like parallel, transposition, and incentive-driven management transition traditional approaches to modern paradigms. Managers must foster skilled teams, optimize resources, and refine job appointments to cultivate a supportive HRM atmosphere that bolsters universities.

Mohiuddin et. al (2022, pp. 56-60) Achieving human resource management sustainability in universities. HRM sustainability at HEIs is a nascent concept. It warrants scrutiny alongside environmental, socio-cultural, and human resource facets, as well as organizational, psychological, economic, and political factors across levels (individual, organizational, societal). Temporal dynamics (short-term and long-term) are vital, facilitating cross-level interactions for goal attainment. Diverse resources must fulfill objectives to avoid jeopardizing the future and managing feedback. Sustainable HRM benefits employees' lasting well-

being. University growth hinges on work-life equilibrium for enduring goals.

Kooli and Abadli (2022, pp. 482-490) Could education quality audit enhance human resources management processes of the higher education institutions? 'Higher education institutions need to pay greater attention to the tactical strategies of human resource management, as they significantly impact the overall reliability and educational performance of these institutions. Sustaining optimal educational standards primarily relies on the performance and working conditions of the staff within higher education institutions. These institutions should take corrective measures in human resource management planning, strategic and operational planning, implementation, assessment and action tracking, as well as final efficiency and accountability.

Conceptual framework

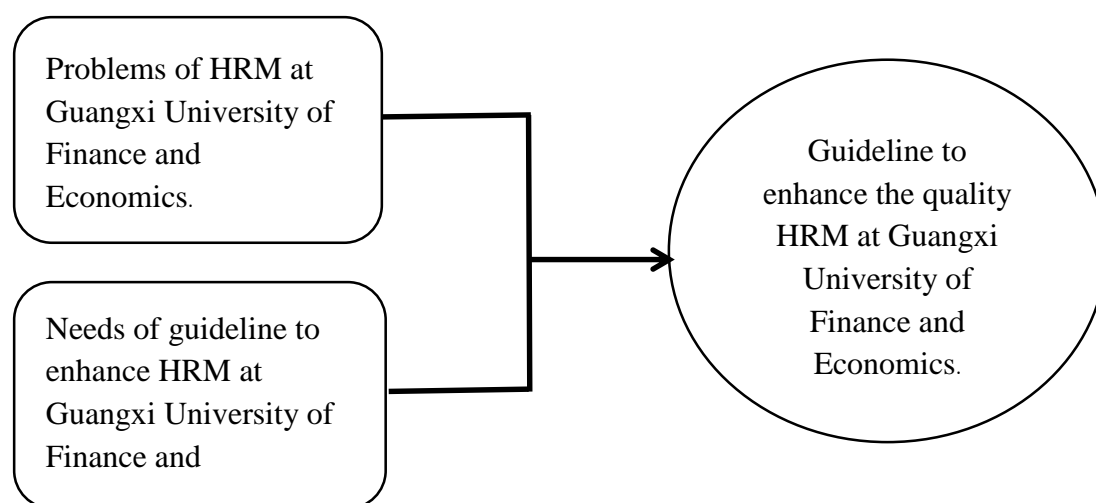


Figure 1 Conceptual framework

Methods

1. Research design

This study will use a questionnaire survey method to gain a comprehensive understanding of the current state of human resource management at Guangxi University of Finance and Economics. By surveying faculty and staff, the study will analyze the problems and needs within the university's HRM system and explore effective strategies for improving HRM quality. Guidelines for enhancing HRM quality will be developed, and the effectiveness and feasibility of these guidelines will be evaluated by three experts (one Thai and two Chinese).

2. Population and sample group

2.1 Population

For the problems of Human Resource Management at Guangxi University of Finance and Economics and needs of guideline, Guangxi University of Finance and Economics was used as a case study. The population for this study consists of 1,671 staff members at Guangxi University of Finance and Economics.

2.2 Sample Group

The sample group for this research project was determined to be 323 staff members at Guangxi University of Finance and Economics. The sample group was derived from the Taro Yamane formula (Yamane, 1973). The participants will be selected through the use random sampling to select participants.

3. Research tools

The 323 questionnaires were used to collect data and information to investigate the problems of human resources management at Guangxi University of Finance and Economics and needs of the guidelines. The questionnaires were approved in terms of correctness and suitability of the contents by the 3 specialists. All items in the questionnaire possessed the IOC (Index of Congruence) value of 0.67 to 1.00, which were acceptable for being used to collect data and information of this research.

4. Data Collection

4.1 To collect the data and information of the problems of Human Resource Management at Guangxi University of Finance and Economics and needs of the guidelines, the researcher himself collected the data and information by emailing to the respondents.

4.2 To evaluate the quality of the guidelines for human resource management at Guangxi University of Finance and Economics, the focus group meetings were organized. The 3 specialists were invited to attend the meeting and evaluated the correctness and suitability of the contents the guidelines. All units of the guideline possessed the IOC (Index of Congruence) value of 0.67 to 1.00; therefore, it can be used as guidelines to enhance the quality of human resource management at Guangxi University of Finance and Economics.

5. Data Analysis

The amassed data and information underwent an analysis employing the technique of content analysis. The outcomes were subsequently conveyed utilizing statistical measures such as frequency, percentages, means, and standard deviations.

Results

1. Problems of human resource management at Guangxi University of Finance and Economics.

Table 1 Problems of HRM

Questions	n=323		Level of problems
	\bar{X}	S.D.	
1. You are dissatisfied with the current compensation level.	4.76	26.0	Highest
2. You have encountered some issues in your relationships with colleagues.	4.41	0.32	High
3. You believe that the training provided by the school is ineffective.	4.57	0.31	Highest
4. You find the arrangement of staff rest periods to be unreasonable.	4.52	0.52	Highest
5. You believe that the existing performance appraisal system fails to fairly reflect employees' contributions.	4.75	0.43	Highest
6. The school's welfare policies lack appeal and do not meet	4.73	0.28	Highest

employees' needs.			
7. You believe that job responsibilities at the school are unclear and poorly defined.	4.63	0.22	Highest
8. There is a communication gap between school management and employees.	4.61	0.21	Highest
9. The terms stipulated in the employment contracts are inconsistent with the actual work conditions.	4.69	0.47	Highest
10. The school's management system is rigid and lacks flexibility.	4.67	0.51	Highest
11. The school does not place sufficient emphasis on employees' innovative ideas.	4.63	0.39	Highest
12. The school lacks modern technology, equipment, and intelligent facilities to support employees' work.	4.53	0.33	Highest
13. There is poor communication between departments regarding talent needs, leading to unreasonable job postings.	4.55	0.21	Highest
14. The school's recruitment process is overly lengthy, affecting the timely filling of positions.	4.73	0.38	Highest
15. There is a shortage of internal promotion and training opportunities.	4.72	0.41	Highest
16. The performance appraisal cycle is too long to reflect employees' performance in real-time.	4.61	0.38	Highest
17. Promotion opportunities do not align with employees' actual abilities and contributions.	4.73	0.20	Highest
18. You believe that the school lacks training on labor relations law.	4.59	0.42	Highest
19. You are dissatisfied with the current work environment provided by the school.	4.58	0.35	Highest
20. Psychological health issues in the work environment have not received adequate attention.	4.61	0.43	Highest
Total	4.63	0.35	Highest

The research results indicated that the staff members rated the highest level for problems in HRM at Guangxi University of Finance and Economics. The overall average value is 4.63 with a standard deviation of 0.35. Most staff members believed that the current compensation level is too low and are generally dissatisfied (Q1, $\bar{Z}=4.76$). They also feel that the current performance appraisal system fails to fairly reflect employees' contributions (Q18, $\bar{Z}=4.75$). The mismatch between promotion opportunities and employees' actual abilities and contributions results in high-performing employees not receiving appropriate promotions, which diminishes their motivation (Q17, $\bar{Z}=4.73$). Additionally, the school's welfare policies lack appeal and do not meet employees' needs (Q6, $\bar{Z}=4.73$). The lengthy recruitment cycle

affects timely filling of positions (Q14, $\bar{X}=4.73$). These are prominent issues in the school's current human resource management. Only a few staff members believe that there are some problems in relationships among colleagues (Q2, $\bar{X}=4.41$).

2. Needs of human resource management at Guangxi University of Finance and Economics.

Table 2 Needs of guideline to enhance the quality of HRM

Questions	n=323		Level of needs
	\bar{X}	S.D.	
1. The school needs to consider increasing salary levels to enhance employee satisfaction.	4.75	0.34	Highest
2. Colleagues need to coordinate relationships to promote teamwork.	4.41	0.35	High
3. Training effectiveness needs to be strengthened to improve employees' professional skills.	4.58	0.26	Highest
4. The school needs to reasonably arrange staff members rest time to achieve work-life balance.	4.52	0.32	Highest
5. The existing performance appraisal methods need improvement to fairly reflect employees' work contributions.	4.74	0.44	Highest
6. The school needs to develop more attractive benefit policies to meet employees' needs.	4.68	0.41	Highest
7. The school's work responsibilities should be clearly defined to ensure clear division of duties.	4.68	0.53	Highest
8. The school needs to improve communication channels between supervisors and employees to enhance interaction and understanding.	4.65	0.44	Highest
9. Provisions in labor contracts need to be consistent with actual work conditions to protect employee rights.	4.61	0.31	Highest
10. The school's management system needs to be flexibly adjusted to adapt to the constantly changing work environment.	4.68	0.25	Highest
11. Attention should be given to and encouragement should be provided for	4.65	0.39	Highest

employees' innovative ideas to promote creative thinking.			
12. Modern technology, equipment, and intelligent facilities should be introduced to support employees in improving work efficiency.	4.52	0.36	Highest
13. Communication between various departments within the school regarding talent needs should be strengthened to optimize job recruitment settings.	4.51	0.23	Highest
14. The school needs to ensure timely filling of positions.	4.72	0.41	Highest
15. More internal promotion training opportunities should be provided to facilitate employees' career development.	4.71	0.31	Highest
16. The performance appraisal cycle needs to be shortened to reflect employee performance in real time.	4.63	0.25	Highest
17. Promotion opportunities need to match employees' actual abilities and contributions.	4.74	0.35	Highest
18. The school needs to strengthen training on labor relations legal knowledge to enhance management.	4.58	0.44	Highest
19. The work environment needs to be improved to enhance employee job satisfaction.	4.53	0.43	Highest
20. Psychological health issues in the work environment need attention, and corresponding support and care should be provided.	4.55	0.27	Highest
Total	4.62	0.35	Highest

The research results indicated that staff members rated the highest level for needs of guideline to enhance the quality of HRM. The overall average value was 4.62 with a standard deviation of 0.35. Most staff members believe that the school needs to consider increasing salary levels to enhance employee satisfaction (Q1, $\bar{X} = 4.75$). Promotion opportunities need to match employees' actual abilities and contributions (Q17, $\bar{X} = 4.74$). The existing performance appraisal methods need improvement to fairly reflect employees' work contributions (Q5, $\bar{X} = 4.74$). The school needs to ensure timely filling of positions (Q6, $\bar{X} = 4.72$). Only a few staff members believe that school need to coordinate relationships to promote teamwork (Q2, $\bar{X} = 4.41$).

3. Guidelines to enhance the quality of human resource management

3.1 Recruitment and selection.

To enhance human resource management, several key strategies should be implemented. First, establish effective internal communication by holding regular HR coordination meetings with department heads to align on talent needs and recruitment plans. Designate Human Resources Liaison Officers in each department to facilitate communication and ensure smooth information flow. Next, clarify job responsibilities by creating detailed job descriptions outlining roles, objectives, and performance indicators. Update these descriptions regularly to reflect organizational changes and provide thorough onboarding and ongoing training to ensure clarity. Optimize communication channels to address and confirm job responsibilities efficiently. To shorten the recruitment cycle, build and maintain a talent pool through various channels, and adopt flexible recruitment methods combining online and offline approaches. Streamline the process by reducing unnecessary steps and utilizing automated tools for efficiency. Improve recruitment efficiency and quality by training recruitment teams in modern techniques and legal regulations. Implement multi-stage interviews for thorough candidate evaluations and strengthen post-recruitment feedback to refine strategies. Finally, develop long-term talent development plans, including succession planning and clear career pathways to address talent shortages and enhance employee loyalty. Regularly review and update these plans to support career growth and development within the organization.

3.2 Training and development.

To enhance training effectiveness, start with a thorough needs analysis using surveys and interviews to align training content with employee needs and job requirements. Develop customized training programs for different levels—entry, middle management, and senior executives—tailored to specific roles and skills. Employ a mix of online and offline training methods, including practical components like simulations and case studies, to boost engagement and applicability. Evaluate training effectiveness through pre- and post-tests, self-assessments, and performance analysis, adjusting content based on feedback. Increase internal promotion opportunities by establishing clear promotion pathways and career development plans. Implement leadership development programs for high-potential employees, including management skills training and mentorship. Offer specialized skills training relevant to specific roles to prepare employees for advancement. Strengthen labor relations and legal knowledge by organizing regular seminars with legal experts on employment laws and creating accessible legal knowledge manuals for employees. Optimize HR management processes by maintaining individual development records, encouraging employee involvement in training design, and using feedback mechanisms for continuous improvement. Foster a learning organization culture by having leaders actively participate in training, setting a positive example, and rewarding employees who show significant development and achievement from training, thereby motivating ongoing learning and growth.

3.3 Labor contracts and labor relations.

The institution should regularly review and revise employment contracts to ensure they align with actual working conditions, using a dedicated review committee to update contracts and notify employees of changes. Effective communication of revisions through meetings or individual discussions, along with legal training, can reduce misunderstandings and disputes. Additionally, standardized contract templates should be developed to ensure consistency and legal compliance, with an efficient contract signing process facilitated by electronic signatures. Regular communication and feedback mechanisms, such as forums and surveys, should be established to address contract-related issues and grievances.

promptly. Engaging external legal experts for specialized training and advice will further enhance contract management and compliance.

3.4 Compensation and benefits

To maintain competitive compensation, the institution should regularly conduct salary market surveys to compare and adjust its compensation levels. This involves analyzing salary data from similar industries and institutions to identify discrepancies and make necessary adjustments. Implementing a performance-based compensation system that ties pay to performance can motivate employees and enhance job satisfaction. Regular reviews and updates of benefits policies based on employee feedback can address diverse needs and improve retention. Introducing flexible benefits plans allows employees to choose options that suit their personal circumstances, further enhancing satisfaction. To ensure transparency and fairness, employee representatives should be involved in decision-making, and clear communication channels should be established to convey detailed information about compensation and benefits. Regular employee satisfaction surveys will help identify areas for improvement and ensure that policies meet employee needs effectively.

3.5 Performance management

To redesign the performance appraisal system effectively, clear and specific evaluation standards should be established, tailored to each job's responsibilities. These standards must be developed through discussions with employees and management to ensure fairness and acceptance. The new system should include both quantitative and qualitative indicators to provide a comprehensive assessment, avoiding biases from relying on a single performance measure. Shortening the appraisal cycle to quarterly reviews, supported by informal monthly feedback, enhances timeliness and flexibility. Implementing 360-degree feedback and encouraging self-evaluations can offer a balanced view of performance and foster self-awareness. Comprehensive training and transparent communication channels are essential for effective implementation and addressing issues. Leveraging performance management systems can improve efficiency by automating data tracking and reporting, offering real-time feedback, and ensuring accurate, timely appraisals.

3.6 Work environment and culture

Effective communication at Guangxi University of Finance and Economics involves multi-level channels like departmental meetings, all-staff assemblies, and anonymous feedback platforms to capture diverse employee perspectives. Management should receive communication skills training to enhance interaction and address employee needs more effectively. Optimizing work arrangements, including flexible hours and remote work options, can improve productivity and job satisfaction, while scientifically arranging work and rest periods helps avoid fatigue. Promoting innovation through reward systems and investing in modern technology boosts productivity and competitiveness. Additionally, providing mental health support and improving the work environment through better facilities and regular health checks enhances overall employee well-being and job satisfaction. These measures collectively contribute to a more effective and supportive work environment, aiding in the university's development and success.

Discussion

The findings of this study are consistent with existing literature. The results of this study are consistent with existing literature. For example, the redesign of the performance management system, the adoption of multidimensional assessment criteria, and the use of diverse performance evaluation methods align with Pulakos' research indicates that the effectiveness of a performance management system relies on clear assessment standards and multifaceted performance feedback (Pulakos, 2004, pp. 17-26).

Additionally, the study's recommendations for optimizing the recruitment process to enhance efficiency and accuracy are consistent with Breaugh and Starke on recruitment and selection strategies. Their research emphasizes the importance of effective recruitment strategies and well-defined job responsibilities for successful recruitment (Brewer, 2003, pp. 769-798).

Regarding training effectiveness optimization, the recommendations of this study closely match the training evaluation model proposed by Goldstein and Ford. Goldstein and Ford's research highlights that systematic training needs analysis and diverse training methods can significantly improve training outcomes (Goldstein and Ford's, 2002, pp 34-58).

Body of knowledge

The knowledge of the research includes recruitment and selection, training and development, labor contracts and labor relations, compensation and benefits, performance management, and work environment and culture. It is shown in Figure 2.

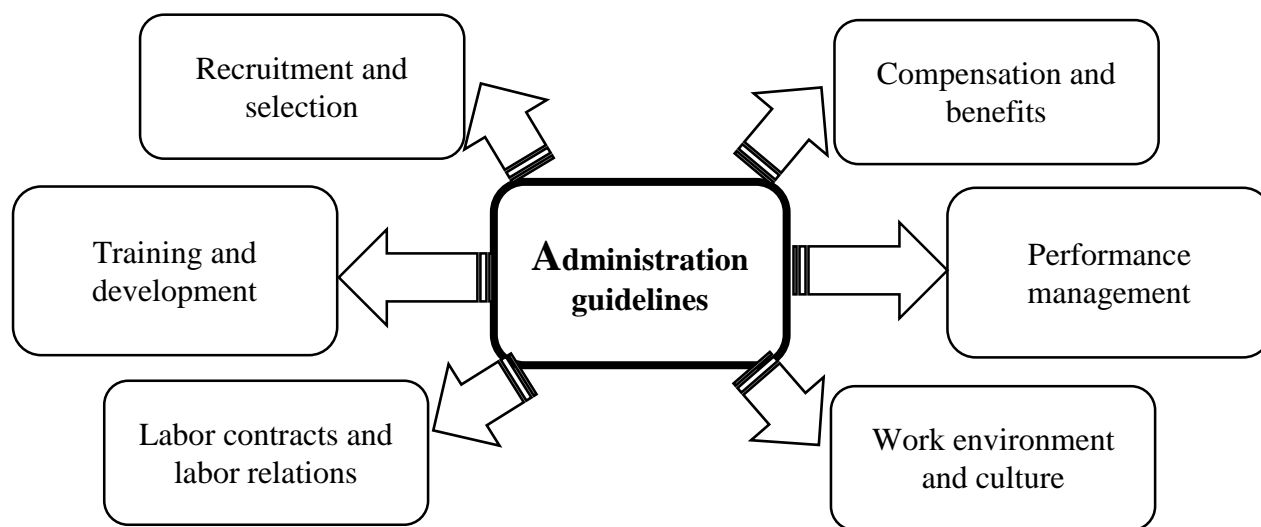


Figure 2 Body of knowledge from research

The analysis of the current state of human resource management at Guangxi University of Finance and Economics, along with the proposed guidelines, reveals that although the university holds certain advantages in terms of the educational background and professional title structure of its human resources—such as the predominance of middle-level professional titles and master's degrees among managerial staff—the proportion of senior professors with high-level titles remains significantly low, indicating that the professional title structure requires further optimization staff members have expressed varying degrees of

dissatisfaction with and demand for improvement in multiple aspects of the current management system. The issues in human resource management are both diverse and complex, spanning key areas from compensation and benefits to work environment, management communication, performance evaluation, and career development.

Firstly, in terms of compensation and benefits, the current salary structure and welfare policies have not effectively motivated the staff members, leading to a decline in their work enthusiasm. The fairness and competitiveness of compensation are crucial for attracting and retaining top talent. Therefore, reforms should focus on establishing a more incentivizing compensation system and optimizing welfare policies to better meet the needs of staff members.

Secondly, improving the work environment is also an important factor in enhancing staff members' satisfaction. A healthy and supportive work environment not only increases employee productivity but also promotes their psychological well-being and career development. The university should invest more in modern office facilities and technology to create a work atmosphere that is more conducive to innovation and collaboration. At the same time, attention should be paid to the psychological health of the staff members by providing appropriate psychological support and counseling services to help them better balance work and life.

In terms of management communication, effective communication between superiors and subordinates, as well as between departments, is crucial for the smooth operation of the organization. Poor communication can not only lead to delays in information transmission but also cause dissatisfaction and misunderstanding among employees regarding management decisions. By establishing more transparent and efficient communication channels, the university can ensure that employees' voices are heard, thereby fostering trust and collaboration within the organization.

Performance evaluation is an essential tool for motivating employees and ensuring the achievement of organizational goals. However, the current performance evaluation system has issues such as overly long evaluation cycles and unclear evaluation standards, which not only impact employee motivation but also undermine the effectiveness of the evaluation. The university needs to design more scientific and fair evaluation standards to ensure that employees' work performance is promptly and accurately reflected. Additionally, shortening the evaluation cycle would allow the results to better capture the actual contributions of the employees.

The inadequacy of the career development and promotion mechanisms is another major source of dissatisfaction among staff members. The lack of smooth promotion channels and insufficient training opportunities has created bottlenecks in career development, thereby affecting employees' willingness to stay long-term. Therefore, the university should adjust the existing career development paths, providing more career development opportunities and targeted training to help employees enhance their skills and expand their career prospects, thereby increasing their sense of belonging and loyalty to the organization.

In conclusion, the issues in human resource management at Guangxi University of Finance and Economics are diverse and complex, requiring systematic reforms in multiple areas, including compensation and benefits, work environment, management communication, performance evaluation, and career development, to improve staff members satisfaction and work efficiency.

Suggestions

1. In-depth exploration of the relationship between compensation levels and employee satisfaction: Future research should focus on analyzing the specific impact of compensation levels on employee

satisfaction, exploring how different salary structures and benefits schemes affect employees' work motivation and retention willingness. The research may include a comprehensive analysis of the combined effects of salary and other working conditions to develop more precise compensation management strategies.

2. Optimization of Performance Evaluation and Promotion Mechanisms: Further research should concentrate on the issues of shortening performance evaluation cycles and aligning promotion opportunities. It should explore how improvements in evaluation mechanisms and promotion systems can more fairly reflect employees' job performance and contributions. The research could involve a comparative analysis of different performance evaluation models to identify the most suitable evaluation and promotion mechanisms for Guangxi University of Finance and Economics, thereby enhancing employees' work motivation and career development prospects.

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