



Strategies for Development of Human Resource Management in Higher Vocational Colleges in Guangxi

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Abstract

The *objectives* of this research were: 1) *to* study the level of human resource management in Guangxi higher vocational colleges. 2) *to* Study the strategy for development human resource management of Guangxi Higher vocational colleges. 3) *to* Evaluate the feasibility of strategies for the human resource management in Guangxi higher vocational colleges. The sample were 425 administrators auxiliary from 5 higher vocational colleges in Guangxi. Research *instruments* include: 1) question survey, 2) structured interview, and 3) expert strategy evaluation. data analysis by using contents analysis.

Were found level human resource management *in* higher vocational colleges in Guangxi *was at* medium level. *Consider to the result of the aspects ranged from the highest level to lowest level were as following: the highest level was incentive mechanism, followed by performance management and human resource planning was the lowest level.* Strategies for Development of Human Resource Management *in* Higher Vocational Colleges in Guangxi include six aspects: 1) Optimize the human resource planning, 2) Optimize the training and development, 3) Optimize the performance management 4) Optimize the welfare management, 5) Optimize the labor relationship management, 6) Optimize the incentive mechanism, total 25 measures. The feasibility of strategies for development of human resource management was at high level.

Keywords: Human resource management, strategy for development, Higher vocational college.

1. Introduction

Comprehensively Outlines future. At present, higher, and trained many highly educated and highly skilled talents, which has made great contributions context, the rapid rise of various higher vocational colleges has also ushered in the opportunity of historical development. However, if you want to stand out among many similar become leader higher vocational education, human resources construction and management is one of the key factors, which directly affects the enthusiasm of faculty. China's higher vocational college's human resource management started relatively late, still improve the level of colleges hardware, such as improving educational conditions, expand the scale, increase the number of admissions as a

focus, and the internationalization of human resources management development enough attention, there is a lack of independent will and lack of internal power.

Through the investigation of human resources teachers in Guangxi, author believes that the bottleneck is that there role positioning of the staff, administrators, teaching and auxiliary personnel, human resources management and human resources appointment allocation are also inadequate, performance appraisal form cannot keep up with the pace of The Times, The salary management is relatively backward and so on, which have caused the apparent loss and recessive loss Guangxi. Human resource management is still in the intermediate stage in Guangxi higher vocational colleges, so it faces certain problems. Based on the study optimization adapting to the development of Times. Main content of this study is divided into five vertical levels: Human resource management optimization in higher vocational colleges related to 1) theory and development review, 2) To study level Guangxi colleges; (3) Evaluate the optimization strategies of human resource management in Guangxi. (4) Analyze experiences domestic and foreign (5) develop the optimization strategy Guangxi higher vocational scientifically. At the same time of the research, the six dimensions of compensation incentive mechanism" strengthened to form a horizontal linkage mechanism, so as to ensure the research of "vertical and horizontal interaction, combination" efficient, scientific and reasonable mode to develop the optimization strategy of human resource management in Guangxi higher vocational colleges.

2. Research Questions

1. What level of the human resource management Guangxi?
2. What are the strategies for higher vocational colleges in Guangxi?
3. What is the evaluate of strategies for higher vocational colleges in Guangxi feasibility?

3. Literature Review

3.1 Concept of Human resource management

Drucker. (1954) Strategy This concept early in 1954. It refers to general term people thought maximization development members.

Schuler. (1997) the social labor organization people and things and the relationship between work, people, realize, methods, is through various management functions, promote has reached organizational goals (Schuler, 1997). been continuously which was constantly developing becoming.

Sherman. (1992) Enterprises of enterprise.

James W Walker (2002). thinks, in the 1990s human resources planning has begun to link with human resources strategy, human resources planning is at the right time to configure to the right position, realize the common goal of organizations and individuals, through reasonable planning, organization can attract, cultivate and develop talents to deal with the risks and challenges facing the organization.

Fayol (1916) The development of human resources was already mentioned in Fayol's general management theory (1916). Fayol has made great contributions in the field of classical management, providing the prerequisite and foundation for the establishment of human resource development theory and discipline. Fayol mentions the control of functions in his theory.

Mayo (1933) and wrote theories and works on the interpersonal dimension of human resource management. Then he formed the famous Hawthorne experiment. The Hawthorne experiment mainly proves that the improvement of economic benefits and the decisive factors of enterprise production and development are not derived from the external working conditions but from the internal factors of the employees themselves. The internal factors and conditions of employees themselves involve the interpersonal relationship between employers and employees and the contradictions and connections between employees and enterprises.

3.2 Relevant theoretical research in China and abroad

Harry Stack Sullivan, M. D., (1892-1949) **Theory of interpersonal relationship**

Requirements theory

Incentive theory

Maslow, A. H. (1954)., Clayton, Alderfer P. (1976). **The "ERG" theory**

McGregor D. (1960). **The "XY" theory**

External incentive theory

Edwin A. Locke. (1968). **The "goal-setting theory"**

The "Expectation theory"

The "Fair theory"

System theory

Human-based management theory

3.3 Research on human resource Management strategy in Higher Vocational Colleges in Guangxi

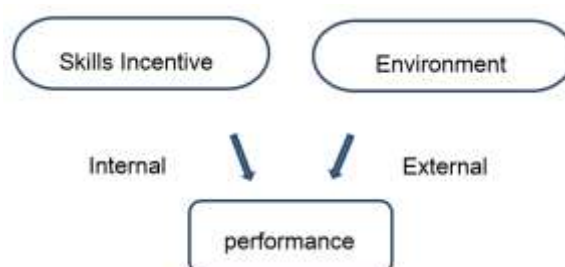


Figure 1. Performance management model diagram

The dynamic static models of HRM are relative. Because the world is in a unified contradiction, belongs category world has learned, and gradually play its role and effect. Therefore, for the application we should also fully understand and understand the actual problems existing in Only by understanding existence and unity of contradiction can we study the system efficient.

3.4 Related research

Chunliu. (2017) The management of workers' quality is a kind of improvement and progress. Workers are the only subject that can play the role of subjective initiative in the life and operation of enterprises. Therefore, the monitoring and management of all activities and events around the initiator of the action helps to fundamentally improve the substantial progress brought about by the management.

4. Research Conceptual Framework

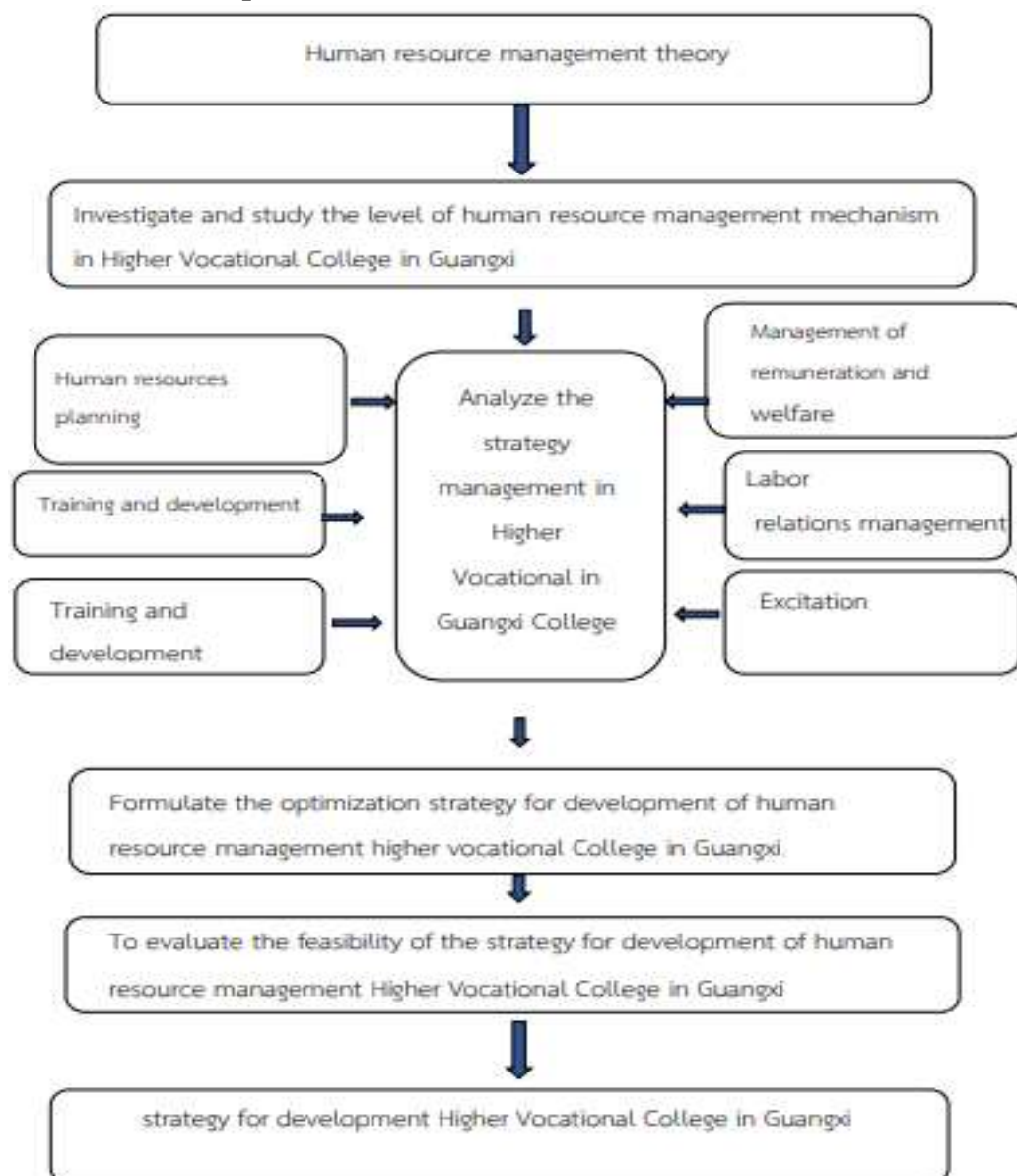


Figure 2. Research Framework

5. Objectives of the Research

1. To study the level of human resource management in Guangxi higher vocational colleges.
2. To Study the strategy for development human resource management of Guangxi Higher vocational colleges.
3. To Evaluate the feasibility of strategies for the human resource management in Guangxi higher vocational colleges.

6. Research Methodology

6.1 Population and Sample

6.1.1 Population

The total number of administrators 214 people, full-time teachers 148 people and Teaching auxiliary 63 people in 5 higher vocational colleges in Guangxi. These positions are the main participants Guangxi higher vocational.

6.1.2 Sample

Were 148 administrators, 214 full-time teachers and 63 Teaching auxiliaries from five higher vocational colleges in Guangxi including Education the Arts Vocational Technical College, Guangxi Construction Vocational and Technical College, total 425 people. The sample group adopts stratified sampling method, takes subject as the classification standard of higher vocational colleges, and selects one vocational college in each subject type, so that the sample covers all subject types. Meanwhile, if the subject type or college type is the same, preference will be given to higher vocational colleges with a long history of education.

Research methods and steps

The first step is to investigate the level of human resource management higher vocational colleges in Guangxi

The second step: interview experts to explore and discuss the formulation of optimization strategies for Guangxi

The third step: evaluate feasibility optimization strategy Guangxi

The fourth step: Optimization strategy Guangxi

Research instruments

Research tools used in this study include questionnaires, interview forms, and human resource optimization strategy feasibility evaluation forms.

7. Research Results

Table 1 The average values and standard deviation level higher vocational colleges in Guangxi in six aspects
(n = 425)

Strategies for Guangxi Higher Vocational Colleges		\bar{X}	S.D.	Level	Rank
1	Human resource planning	2.70	1.31	Medium	6
2	Training and development	2.97	1.40	Medium	5
3	Performance management	3.02	1.40	Medium	2
4	Compensation and welfare management	2.98	1.39	Medium	4
5	Labor relations management	3.00	1.40	Medium	3
6	Incentive mechanism	3.05	1.42	Medium	1
Total		2.95	1.38	Medium	

According to Table 4.2, the data showed level higher vocational colleges in Guangxi in six aspects was at medium level ($\bar{X}=2.97$). Consider for the result of the study aspects ranged from the highest to the lowest level were as following: the highest level was incentive system ($\bar{X}=3.05$), followed by performance management ($\bar{X}=3.37$), and human resource planning was the lowest level ($\bar{X}=2.70$).

Table 2. The average values and standard deviation of the level of human resource management in higher vocational colleges in Guangxi in human resource planning

(n = 425)

Human resource planning		\bar{X}	SD	Level	Rank
1	Formulate a plan to balance the supply and demand of university talents	2.20	0.65	medium	6
2	needs of strategic development needs	3.00	1.48	medium	3
3	Adjust according to the changes in the internal and external environment and policy conditions	3.00	1.42	medium	2
4	Reasonable allocation of resources, effectively motivate and develop employees	3.05	1.45	medium	1
5	A scientific and standardized resource allocation management system and operation process have been formulated	2.34	1.46	medium	5
6	Develop various quantitative scientific analysis to predict the supply and demand of human resources	2.62	1.43	medium	4
Total		2.70	1.31	medium	

According to Table 4.3, the data level in higher vocational colleges in Guangxi in human resource planning was at medium level ($\bar{X} = 2.70$). Consider for the result of the study aspects ranged from the highest to the lowest level were as following: the highest level was reasonable allocation of resources, effectively motivate and develop employees ($\bar{X} = 3.05$), followed by adjust according to policy conditions ($\bar{X} = 3.00$), and formulate a plan to balance the supply and demand of university talents was the lowest level ($\bar{X} = 2.20$).

8. Conclusion And Discussion

8.1 Conclusion

This study mainly discusses how to optimize the human resource management strategy in Guangxi. Aim is pay attention to the six variables in the human resource management mechanism of higher vocational colleges in Guangxi: incentive mechanism, and draw the following conclusions:

1. According to the first research objectives, in Guangxi, higher vocational colleges mechanism level of questionnaire after average and standard deviation analysis found that Guangxi higher vocational colleges of human resource management mechanism rational relations incentive mechanism of average a medium level.
2. According to the second research objective, the questionnaire and interview results were sorted out and analyzed, and 25 measures to optimize the optimization strategy of human resource management in Guangxi higher vocational colleges were formulated. The specific contents are as follows:

The allocation of human resource includes 4 measures: (1) formulate comprehensive talent strategic planning and introduction talents; (2) strengthen construction of human resource management system, establish scientific and standardized operation process, management level strengthen resource allocation; (3) adopt the analysis of the supply and demand of quantitative and qualitative analysis; (4) formulate the general and business plans for the balance of human resource allocation. Meet the human resources needs of future organizations through specific business plans.

The optimization strategy for training and development includes 5 measures: (1) establish internal training mechanism to improve the training quality and effect; (2) establish a sound training system, formulate personalized training plan, provide more career development opportunities, stimulate their learning enthusiasm and innovation ability; (3) pay attention to their career development planning and training, and provide good promotion channels and training opportunities for employees.(4) Introduce advanced educational concepts and teaching methods to strengthen teachers' training and learning, their level. (5) Provide further opportunities for staff.

Optimization strategy for performance management, Including 5 measures: (1) to strengthen the participation, operability and practical effect of performance management, Let all the faculty and staff truly, participate; (2) Explore diversified performance management and incentive mechanisms, Let the faculty and staff get more sense of achievement and belonging in the participation; (3) Pay more attention to effectiveness, Performance appraisal should be more close to the actual work situation, Avoid too rigid and single evaluation index, And a lack of personalization and differentiation; (4) Establish a sound performance management system, Based on the practical work, Starting from the performance objectives, performance evaluation, performance feedback, performance incentive and other aspects, Implement the performance appraisal and incentive system, Improve the work enthusiasm and performance level of the teaching staff; (5) Assess the performance and contribution of the staff through quantitative assessment.

The optimization strategy of compensation and welfare management includes four measures: (1) flexibly adjusting compensation and welfare according to the actual situation; (2) pay attention to the contribution and value of employees, and adopt more flexible, scientific and reasonable management methods to motivate their work enthusiasm and creativity; and then; (3) design a scientific salary structure to reflect the contribution and market value of employees; and (4) treat the compensation and welfare treatment of employees fairly and fairly, rather than unfair phenomenon based on job rank and qualifications.

Labor relations management optimization strategy: including 4 measures: (1) formulate corresponding rules and regulations for labor relations management, and define faculty and staff; (2) train operation and enhance their labor relationship management awareness, (3) design career the teaching staff to make their values coincide with those of higher vocational colleges; (4) let the teaching staff participate in democratic management, especially involving the immediate interests of the teaching staff. Major decisions, can better take into account the interests of employees.

Incentive mechanism and optimization strategy: including three measures: (1) to formulate relevant policies to favor high-level talents, key positions and front-line technical personnel,

to prevent overstaffing, human feelings and relationships; (2) Use good emotional motivation and appropriate authorization incentive; (3) Establish a variety of incentives, not only from the material aspect, but also from the spiritual and emotional aspects.

The feasibility evaluation of the human resource management optimization strategy in Guangxi higher vocational colleges is conducted through the experts. The evaluation results show that the optimization strategy is highly feasible and positively promotes the optimization of human resource management strategy in Guangxi universities.

8.2 Discussion

Survey of level mechanism in Guangxi high vocational schools, the mean and standard values of the six variables in the questionnaire were analyzed. The results show that the overall average value compensation incentive mechanism and other conditions is ($\bar{X}=2.95$), which is at the middle level. The average of 6 variables from high to low as: incentive mechanism ($\bar{X}=3.05$); performance management ($\bar{X}=3.02$); labor relations management ($\bar{X}=3.00$); compensation and benefit management ($\bar{X}=2.98$); training and development ($\bar{X}=2.97$); 4. Human resource planning ($\bar{X}=2.70$). Both are at intermediate levels and require further improvement and optimization.

1. Human resource planning discussion: The overall average value of human resource planning is ($\bar{X}=2.70$), which is the medium level. Through the average of the present situation of human resources gauge and standard deviation data analysis, found that "university talent balance of supply and demand plan" the average index, universities in Guangxi, the allocation of human resources and other resources is not reasonable, unit failed to system effective and efficient mechanism, lead to other resources satisfaction is low. In view of these problems, the researchers put forward strategies' rational human other resources, including four measures.

2. Training and development discussion: The overall average value of training and development was ($\bar{X}=2.97$), a medium level. By analyzing the average and standard deviation data of the current training level, it is found that the average index of "improving the training level to match employees with work requirements" is the lowest, which shows that the mechanism of training teachers is not good enough, and personal training and development are not well planned. To address these issues, the researchers proposed a strategy to optimize the training and development, including five measures.

3. Performance management discussion: The overall average value is ($\bar{X}=3.02$), at the middle level. Through the analysis of the average and standard deviation data of the current career development, it is found that the average index of "all leaders and employees participate in the performance management system" was the lowest, indicating that the faculty and staff are not involved invocational colleges performance management. To address these issues, the researchers proposed strategies to optimize career development, including five measures.

4. Salary welfare management discussion: overall average of ($\bar{X}=2.98$) through the salary and treatment of the average and standard deviation data analysis, found that "salary

welfare treatment is not lower than the same industry standard" the average of the lowest, that Guangxi higher vocational proofreading pay welfare management is not transparent, the phenomenon of unreasonable distribution, lead to low pay and treatment satisfaction. To address these problems, the researchers proposed strategies to optimize compensation, including 4 measures.

5. Labor relations management discussion: the overall average value is ($\bar{X}=3.00$), at the medium rough the of average the labor relationship management level, it is found that the average value of the index is the lowest "to the staff fully mobilize the", indicating that most in Guangxi established a complete labor relationship management system. To address these issues, the researchers proposed strategies for optimizing labor relationship management, including 4 measures.

6. Discussion of incentive mechanism: the overall average value is ($\bar{X}=3.05$), with a medium level. Through the analysis, the average and standard deviation data of the incentive mechanism level find that the average index of "faculty and staff get material incentive in universities" is the lowest, indicating that the reform and innovation efforts of Guangxi private colleges and universities are insufficient, no sense of difficulty and lack of competitive atmosphere. To address these issues, the researchers proposed strategies to optimize the work environment, including 4 measures.

9. Recommendations

1. Human resource planning: (1) formulate comprehensive talent strategic planning, introduction of talents; (2) analyze the influencing factors of human resource supply and demand, adopt various scientific predictions based on quantitative and qualitative analysis; (3) formulate the general plan and business plan for the balance of supply and demand of human resource allocation. Meet the human resources needs of future organizations through specific business plans.

2. Training and development: establish a sound training system, formulate personalized training plans, provide more opportunities for career development, and stimulate employees' enthusiasm for learning and innovation ability. This is also an effective measure to improve employee satisfaction and stabilize the level of teachers.

3. Performance management: Strengthen the operability and practical effect of participation in performance management, so that staff can truly participate in the performance system, explore diversified performance management and incentive mechanism, so that staff can get more sense of achievement and belonging in the participation.

4. Salary and welfare management: Compared with local higher vocational colleges at the same level, flexible adjustment of salary and welfare according to the actual situation. Treat the salary and benefits of employees fairly and justly, rather than the unfair phenomenon based on the job rank and qualifications, and listen to the opinions and construction of the teaching staff.

5. Labor relationship management: strengthen the training of professional knowledge and legal awareness of managers, establish a good management style, enhance the managers to master relevant principles and skills, and conduct the career design of teaching staff, so that their values coincide with those of higher vocational colleges

6. Incentive mechanism: establish a variety of incentive measures, not only from the material aspect, but also from the spiritual and emotional aspects, Use good emotional motivation and appropriate authorization incentive.

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