

# Effectiveness of Human Resource Management for Art Universities in Liaoning Province

Xiong Wei<sup>1</sup>, Vorachai Viphoouparakhot<sup>2</sup>, Nitwadee Jirarotephinyo<sup>2</sup>

Graduate student, Philosophy of Education, Leadership in Educational Administration program, Bangkokthonburi university<sup>1</sup>, Faculty of Education, Bangkokthonburi university<sup>2</sup>

E-mail: beikix@qq.com<sup>1</sup>, E-mail: vorachai.vip@bkkthon.ac.th<sup>2</sup>

Received: March 27, 2023; Revised: May 31, 2024; Accepted: June 24, 2024

## ABSTRACT

The objectives of this research were to propose human resource management guidelines to enhance effectiveness for art universities in Liaoning Province, the People's Republic of China. The study was a qualitative research. The key informants for interviews were eight administrators from four universities in Liaoning Province in the academic year 2022, obtained by purposive sampling method. Experts for connoisseurship to confirm the guidelines were eight experts. The researcher employed a semi-structured interview questions and content analysis form. The collected data were analyzed by content analysis. The results revealed that human resource management guidelines to enhance effectiveness for the art universities in Liaoning Province under EHRM model included: 1) influencing factors, meaning external and internal environment of the context; 2) facilitation of HR practice by KM, meaning institutional development, faculty management, professional characteristic, salary; 3) Art university employment, meaning high-level talents and improve employment system; 4) effective HRM of the art universities, meaning Art university context, innovation development, talent introduction, incentive mechanism, performance management system; 5) goal, meaning management, effectiveness of human resource management of Liaoning University of Arts, focusing on maximizing the outcome, attracting high-level talents, improving the university ranking and the quality of teaching.

**KEYWORDS:** Effective Human Resource Management, Art universities, Liaoning Province

## Introduction

As an important province in Northeast China, Liaoning Province's education and economic development play an important role in promoting the whole northeast region. Liu Yu (2021) pointed out that since August 2019, Liaoning Province has fully implemented a series of reforms of deepening institutional innovation, promoting open school running, strengthening inter school cooperation and realizing high-quality

development of higher education. Over the past two years, Liaoning Province has made active exploration in institutional innovation, joint training of students, mutual employment of teachers, collaborative innovation and international exchanges, and achieved remarkable results, forming a new situation for the development of open running of colleges and universities with Liaoning characteristics.

Yiming Zhu (2019) to summary in the China's Education Modernization 2035 as

the national plan to development country for sustainable, this policy plan was developed within this context and to address these broader aims. In addition to proposing solutions to the current problems facing educational development, the plan provides a blueprint for the modernization of education in China. In doing so, it emphasizes the goal of achieving high-quality education in China, as detailed in the following section. The State Council referred the overall modernization of education will be realized, and China will enter the ranks of educational powers and promote the country to become a great country in learning, human resources and talents, Therefore, universities need to change the paradigm in driving policy and enhance management to improving human resource management to be more efficient and more importantly, Administrators of university must implementation of the government's policies to be more concrete. China's Education Modernization 2035 plan to set the direction for the development of the education from capacity to high performance and quality, and that the modernization of education should support the modernization of China includes eight goals were: 1) Establishing a modern education system. 2) Achieving universal attendance in quality pre-school education. 3) Providing high quality and balanced compulsory education for children. 4) Achieving maximum attendance in senior high school. 5) Significantly improving vocational education. 6) Building a more competitive higher education system 7) Providing adequate education for disabled children/youth, and 8) Establishing a new education management system with participation from the whole society.

The development of universities in Liaoning Province is also facing great problems. There are many arts universities and universities in Liaoning Province,

including professional art university and art college of comprehensive University, to enhancement in the basic aim of Human Resources Management is to optimize the return on investment derived from the human capital of an organization while simultaneously minimizing financial risk. Human Resource Management (HRM) also strives to optimize individual performance by establishing a work environment that fosters employee development and contentment. Human Resources Management is widely recognized as an essential factor in enhancing the level of dedication exhibited by employees, which subsequently leads to the advancement of the organization. Empirical research has demonstrated that various organizational variables, such as the level of commitment exhibited by leaders towards the implementation process, the engagement of external consultants, the institutional reputation, and the bureaucratic and political decision-making processes, exert significant influences on the successful implementation of quality management practices within educational institutions. (Jagdish K. M., and Girish K. P., 2023). In the past decade, judging from the results of national teaching evaluation, the number of scientific research and the establishment of doctoral programs, the education level of art colleges and universities in Liaoning Province is generally lower than that of similar colleges and universities in the south. Wan (2020) to comparing the current situation of higher education between Jiangsu Province and Liaoning Province, the indicators of the development level of higher education in Jiangsu Province have exceeded Liaoning Province, and some indicators have a large gap. There are 11 nationals of universities in Jiangsu Province and only 4 in Liaoning Province. There are 329 doctoral disciplines in Jiangsu Province and only 154 in Liaoning

Province. There are 44 National Double first-class disciplines in Jiangsu Province and only 5 in Liaoning Province. The overall data gap is obvious. Therefore, the development strategy and human resource management of higher education in Jiangsu Province can be used for reference to the development of higher education in Liaoning Province. At the same time, the brain drain of art colleges and universities in Liaoning Province is serious.

Human resource management of university in Liaoning province, The Administrator to low attention and low investment for continuing professional development (Q.Y. Liu, 2020).

The development of China's modern higher education has experienced the stages of reference, independence, and integration. During the period of the Republic of China, the practice and research of human resource management of university teachers began. As far as the current international research is concerned, foreign research is more from the perspective of teacher human resource management (Qi Z. Y., 2009). This paper comprehensively discusses the problems of human resource planning, recruitment, selection, training, development, performance appraisal and salary payment of college teachers, investigates and analyzes the problems existing in the classified management and management of university teachers, and further puts forward the direction of improving the management of university teachers, The related research has strong guidance and reference significance for the research of classified management of university teachers in China, and the related research in China is also based on the reference of foreign research models. Liou, N. A. T., et.al. (2021) to pointed in a good working environment and work Performance across higher institutions to support the high performance of teachers in a job and responsibilities.

At present, the research on human resource management of teachers in China has made some achievements. However, there is little research on the human resource management of Art university Teachers in Liaoning Province. Because the teaching management of art majors is very different from other disciplines, we should also treat teachers' human resource management differently. Therefore, the research in this field has important academic significance. Liaoning Province is in the north of China. The ne generation of teachers need to be reform and opening is the rapid development of southern and coastal cities in China. The ranking of art University in Liaoning Province to drive the situation to be transformation the university management in effectiveness for enhancing the competencies of teacher under the new way of human resource management with new platform and system.

In this context, the effective human resource management of Art university in Liaoning Province has become an important way to further optimize the teacher management mechanism, promote the professional development of teachers and improve the overall quality of teachers (James, N. O., 2015). How to further optimize the human resource management system of Art University in Liaoning Province and improve the scientific, rationality and effectiveness of teacher management has become a key issue that we must understand and explore.

### **Purposes**

To propose human resource management guidelines for enhancement the effectiveness of art universities in Liaoning Province, the People's Republic of China.

### **Benefit of Research**

To enhancing the effective human resource management of Art University, to

enhance teachers' enthusiasm for teaching and scientific research, establish high performance for teacher, improving the teaching quality of art University, and increasing the competitiveness of art University for university reputation.

### **Research Process**

Step1: Study the variables of human resource management for teachers in art college in Liaoning Province.

Step2: identifies the components of human resources management of teachers in art college in Liaoning Province.

Step3: Propose strategies for Developing Effective Human Resource Management for art teachers in Liaoning Province.

### **Key informants**

This research was qualitative research. Key informants were eight administrators for in depth interviews from four universities, obtained by purposive sampling method, and key informants were eight experts for connoisseurship to confirm guideline. Experts who the group was different from the group of interviews.

### **Instruments**

The researcher employed a semi-structured interview and content analysis form.

### **Data analysis**

1) Data collections were in depth interviews and to analyze by content analysis and descriptive statistics by frequency.

3) The data from connoisseurship were analyzed by content analysis under verify form and guidelines with the frequency and diagram report.

### **Conclusion and discussion**

The researcher summarized what was obtained from the interviews in order highest of 3 frequencies as follows.

1. What is the Faculty's Human Resource Management Policy?

1.1 Strict performance appraisal system (4)

1.2 Humanized management system (3)

1.3 Rely on characteristic specialty (2)

2. What characteristics of leadership that do you think an effective human resource management?

2.1 Rely on characteristic specialty (3)

2.2 Interpersonal, teamwork, and communication skills (3)

2.3 Decision-making power (3)

3. What characteristics do you think the high performance of teachers in art universities should have?

3.1 Professional skills and Theoretical knowledge. (5)

3.2 Teaching and scientific research ability. (4)

3.3 professional ethics (3)

4. How do you think in the teacher human resource management methods can be improved?

4.1 Training and development of human resources (4)

4.2 Effective assessment system (3)

4.3 Humanized management system (3)

5. What strategies do you think can help improve the effectiveness of human resource management of teachers in Liaoning Art University?

5.1. Competitive remuneration (3)

5.2. Human resource allocation (2)

5.3. Good teaching and scientific research conditions (2)

6. What are the effective factors of human resource management in Liaoning Art University?

- 6.1. Good development platform (3)
- 6.2. Competitive remuneration (3)
- 6.3. Meet the characteristics of art specialty (3)

7. What other suggestions do you have for effective human resource management of teachers in Liaoning Art University?

- 7.1. Human resource allocation (3)

7.2. Competitive remuneration (2)

7.3. Humanized management system (2)

Comparison the content from literature review, related research, and in-depth interview to draft the effectiveness of human resource management model for Liaoning Art Universities as Table 1 below.

**Table 1:** Component to create model for effective human resource management for art universities in Liaoning province.

Content Analysis	Draft the component to create model		
	Input	Process	Outcome
1. Literature review and related research	1.Strengthen the concept of HRM 2. People-oriented management policy 3. Sustainable development management goals 4. Characteristics and advantages of the University of the Arts	1.Human resource allocation 2.Training and Development 3.Performance and high academic level 4. Research Development and academic service	1.Improve the quality of teachers 2.Improve the quality of teaching 3.Improve university ranking
2.In-depth interviews (Administrators)	1. Training and development of HR human resources to be improved 2. Assessment system needs to be improved 3. Humanization of management system needs to be improved 4. Salary and wages need to be improved 5. Human resources allocation needs to be improved	1. Continuous training and development 2.Improve the humanization of management system 3.Improve salary 4.Improve human resource allocation	1. Human resources continue to develop 2. Performance appraisal system is reasonable 3.Effectiveness management system 4.Salary has been increased

Content Analysis	Draft the component to create model		
	Input	Process	Outcome
3.Connoisseurship (8 experts)	1.Performance appraisal management 2.Professional characteristics 3.System development 4.Salary and wages	1.Faculty development 2.Innovation Development 3.Talent Introduction 4.Incentive mechanism	1.HRM new platform 2.Teamwork efficiency 3.University network 4. University collaboration with all stakeholders for enhancing teacher ability

Table 1 the factors to art university management in effectiveness as below.

1. Factors the professionalism and characteristics of fine arts universities: academic research, history and heritage, hardware condition, influence, teacher resources, academic research, and geographical advantage.

1). Academic research: Academic refers to systematic and specialized knowledge. The depth of a university's academic research in a certain aspect determines its authority and influence in the professional field.

2). History and Heritage: History and Heritage is a true record of the development track of a university and refers to the documents that record the process of establishment, development and change of the school. The history of colleges and universities is an important part of local history and education history, and an important content of campus culture construction in colleges and universities. A scientific, authentic, and systematic school history records the history of the school's establishment, development, and growth. It is an important manifestation of the university's school-running characteristics and spirit and is of great significance to the creation of a high-level university.

3). Hardware Condition: including the teaching environment, learning environment, leisure and entertainment environment, etc.,

specifically, the construction of classes, libraries, self-study rooms, gymnasiums, canteens, and the natural environment in the school. The conditions of the campus facilities can stimulate students' enthusiasm for learning, improve students' learning efficiency, create a good academic atmosphere for students, and enable students to achieve comprehensive development of idiosyncratic, physical, aesthetic and labor in school learning. Make teaching methods develop in a diversified and high-tech direction. It can improve the overall image of art universities, improve the credibility of the school, and attract outstanding students and teachers.

4). Influence: It is an organic combination of school concept culture, material culture, behavioral culture and institutional culture. Campus culture is the cultural and historical accumulation of a school, with rich connotations, extensive extensions, and various forms. It is the soul of the school's development and an important manifestation of uniting people's hearts, showing the school's image, and improving the school's civilization. Campus culture has a subtle and profound impact on the outlook on life and values of students and teachers.

5). Teacher resources: Teachers are the guarantee of education quality and the key to talent cultivation. The school should regard the teaching staff as the first resource of the school, pay attention to the development of

the potential ability of the teaching staff, so as to promote the improvement of the quality of the school, and use innovation and scientific research as the driving force to scientifically and rationally develop and use the teaching and research ability of teachers. Continuously enhance the ability of teachers and improve the overall quality and level of teachers.

6). Geography Advantage: The distribution of higher education resources in my country is relatively concentrated. Beijing, Tianjin, Shanghai, Liaoning, Shandong, Jiangsu, Shaanxi, Hubei and other provinces have a relatively high number of colleges and universities, and the level of running schools is relatively high, and most of the high-quality resources are concentrated in their provincial capitals. These cities where high-quality colleges and universities gather often develop very rapidly in terms of economy, culture and other aspects. The development of such cities is closely related to the development of colleges and universities. The development of colleges and universities provides necessary human and intellectual support for urban development, and urban development also provides economic foundation and environmental protection for the development of colleges and universities.

2. Education policy system: sustainable development education policy, quality education policy, people-oriented education policy.

1) Education for Sustainable Development Policy: Basic education needs to focus on sharing knowledge, skills, values and perspectives in a lifelong learning process and should be sustainable and support citizens to live in a sustainable way. This fundamental approach to education also supports public participation and societal decision-making, while helping society achieve its sustainability goals. Reposition existing education programs to foster public awareness and perceptions of sustainability.

2) Quality education policy: the basic purpose is to comprehensively improve people's basic quality, respect people's subjectivity and initiative, take people's character as the basis, focus on developing people's wisdom potential, and focus on the formation of people's sound personality as the basic characteristics of education. Quality education is the actual need of social development, to achieve the purpose of making people correctly face and deal with all things and phenomena in their social environment.

3) People-oriented education policy: The life and soul of education is the essential requirement and value appeal of education. The educational thought of educating people requires education not only to pay attention to the current development of people, but also to pay attention to the long-term development of people, and to pay attention to the all-round development of people; The objects served, the country and the people, serve the country and the people, and constantly meet the needs of the country and the people.

Adhere to people-oriented, comprehensively implement quality education, adhere to the principle of comprehensive progress and development of people, adhere to the principle of meeting the needs of the people, pay attention to the fairness of everyone's educational opportunities, and meet the individual needs and expectations of everyone in receiving education. Adhere to the school's education-oriented and student-centered approach. Adhere to the talent-oriented and teacher-led approach to running schools. Persist in respecting individuality and recognizing differences and persist in leading school education reform with the concept of lifelong learning.

3. The constituent elements of the administrative management of China Art University: personnel management,

organizational management, change management, performance management.

1) Personnel management: For the teacher system and student management of art universities, improve the recruitment mechanism to ensure that the faculty can be better updated. Formulate performance assessment standards, clearly formulate assessments, effectively manage the management of teachers, and ensure fairness. At the same time, it is also necessary to do a universities, improve the management organization, rationally allocate teaching assistants, and formulate various rules and systems that are conducive to the development of the school. The purpose is to ensure the rationality and efficiency of the operation of the university. Clarify what jobs are in the organization, how to arrange personnel, what responsibilities the workers have, what power they have, and how to deal with the relationship with the organization. Only when the organizational relationship is clarified can obstacles in implementation be avoided and the realization of organizational goals ensured.

3) Transformational management: When there are problems within the school and adjustments or improvements must be made, it needs to be implemented through change management. Let art universities adapt to the development of the times, establish long-term plans and reform measures, and form strategies to achieve the goals of long-term planning. Remove barriers to reform and encourage risk-taking. Administrators or teachers who achieve improvements should be rewarded and praised. At the same time, it is necessary to consolidate the improvement results and propose a new reform system. For a

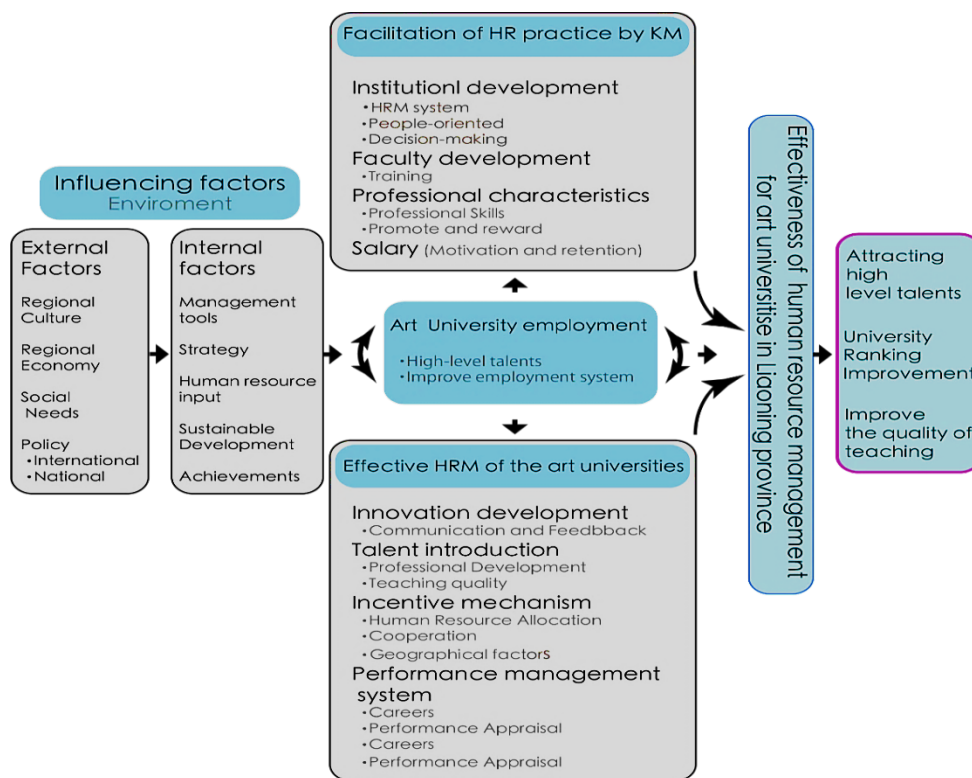
good job in student enrollment, improve the social recognition of art universities, and increase publicity. Enrollment is the key to the quality of running a school, and the number of enrolled students is also an important aspect to measure the scale of running a university. Let the school students reach a certain scale and form a sustainable good atmosphere for development

2) Organizational commitment: according to the management of fine arts university, change management means innovation and development, updating management concepts, improving management effects, abandoning old management awareness and methods, and replacing them with people-oriented modern management ideas. In this way, the initiative and enthusiasm of managers or teachers can be mobilized, and the quality and professionalism of the overall team can be improved.

4) Performance management: it is conducive to the full use of management resources of art universities and provides a basis for leaders and managers to reform and improve management. Manage the input and output of resources to know whether the resources are being used reasonably. It is conducive to improving the quality of teaching and providing strong protection for students and parents. University management is a key factor in improving the teaching system, improving the quality of courses, improving the pertinence of teaching, and optimizing the structure of courses.

Human resource management guideline to effectiveness enhancing for art universities in Liaoning Province from figure 1 as below.





**Figure 1:** Effective Human Resource Management guideline (XiongWei’ s EHRM Model)

“Guideline for Effective Human Resource Management (EHRM Model) Key success”

1. Influencing factors

1) External factors to influencing for effective human resource art universities management such as regional culture, regional economy, social need and policy.

2) Internal factors such as to influencing for effective human resource art universities management such as management philosophy, strategy, human resource input, sustainable development, and achievement.

2. Facilitation of HR practice by knowledge management included careers, professional skills, faculty development, performance

appraisal, professional development, training, and human resource allocation

3. Art university context to influencing for effective human resource art universities management such as university reputation, management system, function of organization, The major and curriculum in art, instructor’s characteristic and ability, inspiration in job, human resource management in art university.

4. Effective HRM of art universities included the management element as include decision-making, communication and feedback, performance management system, salary, promote and reward, environment, people – oriented, cooperation and geographical factors

Human resource management guideline to effectiveness enhancing for the art universities in Liaoning Province is driven by "The guideline effective HRM of the art universities under EHRM model " Influencing factors " stands for both external factors and internal factors of context; "Facilitation of HR practice by KM" stands for Input Human resource management, includes careers, professional skills, training, professional development etc; "Effective HRM of the art universities" stands for processing in management tools, the strategies to be followed such as decision-making, communication and feedback, performance management system, promote and reward, etc.: "Art university context" stands for Art university context, with other factors of effective human resource management is the core of this study. "Goal" stands for management, effective human resource management can maximize the outcome, attract high-level talents, improve the university ranking, and improve the quality of teaching, that the effective human resource management in Liaoning University of Arts.

## **Recommendation**

### **Recommendation for Policies Formulation**

1. Motivation in the Salary: In an external environment of a market economy, universities need to offer competitive salary packages if they are to acquire external high-

level talent and retain existing internal talent. This includes salary, benefits and social security. The salary package, together with the incentive mechanism and performance appraisal management, guarantees the university's needs for the introduction, development, and retention of talents in three latitudes.

2. Develop the system in the employment: Employment is the main way to import talents into the university. The current employment system of Liaoning University of Arts for teachers and management positions cannot attract high-level talents and needs to be further improved. The employment system needs to be competitive, open, and fair.

### **Recommendation for Practical Application**

1. Incentive mechanism; to enhance the motivation and efficiency of employees and to promote institutional development, faculty development, and innovation development.

2. Performance appraisal management: reasonable quantitative appraisal standards are set for teaching, research, management, and other work.

3. Instructors can obtain actionable performance standards in their work. Reasonable and perfect performance appraisal management can promote employees' self-restraint and self-promotion and reduce the input and difficulty of human resource management. It lays the foundation for further

developing a transparent and reasonable promotion system.

4. Professional characteristics: relying on the professional characteristics of the arts is an important factor that is concentrated in all aspects of this study. The degree of matching for professional characteristics in the existing human resource management system of art universities in Liaoning Province still needs to be improved.

#### **Recommendation for Further Research**

1. Focus with the president of university with the point of policy reform for human resource management

2. A practical discipline, art majors have distinctive uniqueness in their teaching and research. The other components of effective human resource management in universities derived from this study need to be matched with professional characteristics in order to be part of effective human resource management in art universities. Professional characteristics, as one of the components of effective HRM in art universities, interact with other components.

#### **References**

- Jagdish K. M., and Girish K. P., (2023). Human resources management in higher education: A review. *Tuijin Jishu/Journal of Propulsion Technology*, 44(4), 4576-82.
- James, N. O., (2015). Effective human resources management practices as the key to organizational performance. *International Journal of Educational Research, Innovations and Methods*, 3(1), 1-26.
- Liu Yu. (2021). Thoughts on the implementation of college teacher appointment system. *Higher Education Research*, 31(5), 404–414.
- Lious, N. A. T., et.al. (2021). Good Working Environment and Work Performance Across Higher Institutions in Buea. *Asian Journal of Economics, Business Accounting*, 21(1), 64-89.
- Qi Z Y. (2009). the management of teacher's nature. *Educational theory and practice*, 4(1), 73–81.
- Q.Y. Liu. (2020). Human Resource Management of teachers in private universities. *International Journal of Education and Humanities*.7(2), 221-224.
- Richard Johnson. (2001). Strategic Human Resources Management Effectiveness and Firm Performance. *The International Journal of Human Resource Management* , 12(2), 299-310.
- Wan, Y L. (2020). Research on the Improvement of human resource Management efficiency in university and college in China. *Jiangsu higher education*, 148(09), 1-11.

- Yiming, Z. (2019). New National Initiatives of Modernizing Education in China. *ECNU Review of Education*. 2(3). 353–362.
- Zheng, J L. (2006). On the incentive mechanism in the management of college teachers. *Journal of Shenyang Normal college: Social Science Edition*, 16(2), 2709-2719.