



A Study of Human Resource Management in Qing Dao Heng Xing University of Science and Technology: Problems at Solutions

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Abstract. The objectives of this study are as follows: 1) To know the factors affecting the Human Resource Management of teachers in Qingdao Hengxing University of Science and Technology; 2) To investigate the relationship between personal characteristics and Human Resource Management factors. 3) To set guidelines for developing Human Resource Management at Qingdao Hengxing University of Science and Technology. The population used in this research consisted of 200 teachers from Qingdao Hengxing University of Science and Technology to conduct a questionnaire survey. Quantitative research was used to analyze the data. The data were analyzed using the Social Science statistics software program. The data received were analyzed using descriptive statistical analysis [including frequency, percentage, mean and standard deviation] and inferential statistical analysis [t-test and F-test (one-way ANOVA)]. If the difference between pairwise comparisons is found to be 0.05, the minimum significance difference is used to determine the difference. The results of this study show that all factors affect their consistent level of Human Resource Management. The overall mean of the opinion of teachers toward Human Resource Management in Qingdao Hengxing University of Science and Technology is ($\bar{x} = 3.24$, S.D. = 0.96), which is the “degree of moderately agree”. The comparison of problems in personnel management of Qingdao Hengxing University of Science and Technology classified by gender and job location is insignificant. Moreover, other factors, such as marital status, position, age, education level, monthly income, and length of time previously working, have different views on human resource management with a statistical significance of 0.05. The approaches to developing Human Resource Management were first (training according to personal needs). Secondly, there should be Reasonable Compensation and Welfare, a Perfect performance evaluation system, and a surf promotion mechanism.

Keywords: Human resource management · Factors of human resource management · Qingdao Hengxing University

1 Introduction

In recent years, there has been a serious gap between the running level of private and public universities in China, and there are also differences in management mechanisms. Compared with public universities, the development time of private universities in China is relatively late, the development cycle is short, and there are many problems in the system. With the progress of the institutional mechanism of colleges and universities and the continuous expansion of the scale of private colleges and universities, all private colleges and universities are constantly improving their management system. Qingdao Hengxing University of Science and Technology has also found suitable for its development of private college teachers' human resources management rules. Including career planning, human resources management planning, staff training, recruitment, performance management, salary management, staff working environment, and creating a good organizational culture atmosphere (Liu, 2008).

Starting from the problem conditions, this paper studies the existing problems and management guidelines of personnel management in Qingdao Hengxing University of Science and Technology in order to apply them to the development of personnel management in Qingdao Hengxing University of Science and Technology to achieve the purpose of moderate efficiency and maximum benefit. Furthermore, the results of this study will be helpful to teachers who are trying to retain their skilled workforce.

The objective of this study is:

1. To study the problem of Human Resource Management at Qingdao Hengxing University of Science and Technology?
2. Compare the problems of Human Resource Management at Qingdao Hengxing University of Science and Technology, classified by position and experience do work
3. Only by optimizing human resource management reasonably and enhancing the participation of each employee can we effectively improve the level of human resource management at Qingdao Hengxing University of Science and Technology.

2 Research Methodology

2.1 Research Design

Mixed Methods Research (Quantitative research and Qualitative research) was used to analyze the data because it uses both quantitative and qualitative approaches in the research process to explore research findings that are extensive, deep, and clear for the benefit of understanding the phenomena under the study.

2.2 Population and Sample Group

2.2.1 Population

Two hundred teachers working at Qingdao Hengxing University of Science and Technology.

2.2.2 Sample Group

Use a sample survey to study the problem, Because it can be used in qualitative and quantitative research methods. The population is all the Qingdao Hengxing University of Science and Technology teachers. A total of 205 questionnaires were distributed in this study, including 200 valid documents.

2.3 Research Tools

The tools used for research are as follows:

2.3.1 Questionnaires

The contents of the questionnaire are as follows:

The questionnaire is a closed question, which is used to collect the personal characteristic information of the interviewees, including gender, marital status, age, educational background, income, job level, teaching age, and soon.

2.4 Data Collection

The study was conducted on January 1 to June 1,2021the questionnaires were returned randomly. The data analysis took about one month, and weeks were spent completing the report for this study.

2.5 Data Analysis

Quantitative survey questions were used to analyze, and the statistics used for analyzing data include frequencies, percentages, means, standard deviations, independent sample t-Test, F-Test, One-way ANOVA, and LSD if the difference with pairwise comparisons at 0.05 was found.

3 Results

The researcher presented the findings accordingly to the research objectives proposed as follows:

The results of this research can be summarized as follows:

Part I. Presents the respondents' personal characteristic information

See Tables 1, 2, 3, 4, 5, 6, 7, 8, 9, and 10.

Table 1. Gender of respondents

| Gender | Frequency | Percent |
|---------------|------------------|----------------|
| Valid Female | 112 | 56.0 |
| Male | 88 | 44.0 |
| Total | 200 | 100.0 |

Table 2. Marital status of respondents

| Marital status | Frequency | Percent |
|-----------------------|------------------|----------------|
| Valid Married | 143 | 71.50 |
| Single | 57 | 28.50 |
| Total | 200 | 100.0 |

Table 3. Job status of respondents

| Status | Frequency | Percent |
|------------------|------------------|----------------|
| Teachers | 190 | 95.0 |
| Management staff | 10 | 5.0 |
| Total | 200 | 100.0 |

Table 4. Age of respondents

| Age | Frequency | Percent |
|---|------------------|----------------|
| Under 30 years of age/Under the age of 30 | 44 | 22.0 |
| 30–40 years old | 94 | 47.0 |
| 41–50 | 43 | 21.5 |
| More than/over 50 years old | 19 | 9.5 |
| Total | 200 | 100.0 |

Table 5. Educational background of respondents

| educational background | Frequency | Percent |
|---|-----------|---------|
| Bachelor | 29 | 14.5 |
| Master | 129 | 64.5 |
| Master's degree or above/Higher than master | 42 | 21.0 |
| Total | 200 | 100.0 |

Table 6. Monthly income of respondents

| Monthly income | Frequency | Percent |
|----------------------|-----------|---------|
| Less than RMB 3,000 | 17 | 8.5 |
| 3,001–5,000 | 83 | 41.5 |
| 5,001–8,000 | 64 | 32.0 |
| Above RMB 8,000 yuan | 36 | 18.0 |
| Total | 200 | 100.0 |

Table 7. Work and home location of respondents

| Is your job location the same as your home location? | Frequency | Percent |
|--|-----------|---------|
| Yes | 117 | 58.5 |
| No | 83 | 41.5 |
| Total | 200 | 100.0 |

Table 8. Length of employment of respondents

| Length of employment | Frequency | Percent |
|----------------------|-----------|---------|
| Less than 5 years | 57 | 28.5 |
| 5–10 years years | 79 | 39.5 |
| Over 10 years | 64 | 32.0 |
| Total | 200 | 100.0 |

Table 9. Job title of respondents

| job title | Frequency | Percent |
|---------------------|-----------|---------|
| assistant teacher | 24 | 13.0 |
| Lecturer | 80 | 39.5 |
| Associate Professor | 68 | 33.5 |
| Professor | 28 | 14.0 |
| Total | 200 | 100.0 |

Table 10. Previous work of respondents

| Before coming to work at this University, what is the nature of your previous work? | Frequency | Percent |
|---|-----------|---------|
| Students | 80 | 40.0 |
| Worked in a scientific institution | 45 | 22.5 |
| Worked in business enterprise | 35 | 17.5 |
| Other | 40 | 20 |
| Total | 200 | 100 |

The demographic information of Qingdao Hengxing University of Science and Technology shows that management personnel accounts for 5%, women account for 56%, 28.5% are single, 30–40 years old account for 47%, 64.5% have master's degrees, 71.5% have worked for more than 5 years, the salary of 5001–8000 account for 32%, 39.5 have lecturer title. Forty percent were students before they came to work on campus.

Part II: show the degree of respondent's recognition of the factors that affect their HRM

See Table 11.

Personal characteristics:

- marital status
- position
- age
- education
- monthly income
- workplace location
- home location
- length of teaching in the university
- professional title
- job before entering the university and

Table 11. The result of the Hypothesis Testing of variables

| | 1. Human resource planning | 2. Recruitment | 3. Training | 4. Compensation and Welfare | 5. Work Environment | 6. Performance Evaluation | 7. Promotion | Total | results |
|--|----------------------------|----------------|-------------|-----------------------------|---------------------|---------------------------|--------------|-------|-----------|
| gender | 0.574 | 0.040 | 0.364 | 0.117 | 0.320 | 0.131 | 0.732 | 0.190 | Accept H0 |
| marital status | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | Accept H1 |
| position | 0.002 | 0.008 | 0.032 | 0.045 | 0.042 | 0.002 | 0.004 | 0.002 | Accept H1 |
| age | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | Accept H1 |
| educational background | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | Accept H1 |
| monthly income | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | Accept H1 |
| Is your job location the same as your home location? | 0.437 | 0.555 | 0.633 | 0.353 | 0.159 | 0.451 | 0.996 | 0.383 | Accept H0 |
| Teaching age? | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | Accept H1 |
| job title | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | Accept H1 |
| Work before entering school?! | 0.000 | 0.002 | 0.001 | 0.002 | 0.000 | 0.001 | 0.001 | 0.000 | Accept H1 |

Human resource management factors:

- Human resource planning
- Recruitment
- Training
- Compensation and Welfare
- Work Environment
- Performance Evaluation
- Promotion

The results show that, except for gender and job location, the same home location has no significant impact on human resource management factors. In contrast, other demographic characteristics significantly impact human resource management factors.

4 Discussion

The findings may be discussed based on seven aspects following the study's objectives and the researcher's observations.

4.1 Human Resource Planning

The management personnel of Qingdao Hengxing University of Science and Technology did not pay enough attention to the core values of the university.

Additionally, they did not realize where the problems occurred, did not know enough about the human resource management system, and the management process was unclear. The regression analysis of the questionnaire shows that performance appraisal is the main factor affecting future human resource management. The performance appraisal scheme should be simple and clear. The higher the implementation of the rules, the higher the work enthusiasm and the higher teachers' participation in management. If the administrators of colleges and universities excessively pursue performance appraisal, force teachers to participate, blindly formulate rules, make teachers passive participation, and cause psychological pressure on teachers, which will affect the efficiency of human resource management. Private colleges and universities are in a gradual process of improvement. Focus on achieving goals, emphasizing equality and communication, and creating a harmonious environment. Lastly, a feedback mechanism to enhance trust and communication between the leader and teachers to improve work performance.

4.2 Recruitment

Qingdao Hengxing Institute of Science and Technology was established much later than public colleges and universities. With low social awareness, schools rely on traditional school benefits. State support for private colleges is far below State Universities allowing fewer funds for human resource management. Also, local college teachers do not have an excellent social security system putting more stress on their life. The analysis results show that other influencing factors in the human resources management of private college

teachers have not been reflected in the research. This paper shows that the cause of these factors is the insufficient social security of teachers in general.

First, we see that the teachers are young and lack experience in teaching. We also see that there is not a good academic heritage as the students grow, which is associated with reduced student-faculty ratios. Colleges could employ more experienced and retired part-time teachers to minimize this problem. Unfortunately, these problems may persist with lower funding, resulting in college and university teacher human resource management efficiency not improving.

Second, the human resource management of private colleges could be improved by introducing a moderate system of competition to improve human resource management. Private colleges have fierce talent competition in the market. Psychological pressure, a shared sense of belonging, and always alert to the possibility of layoffs is an ongoing concerns. Therefore, benign assessment should be established to promote the teacher's welfare.

Third, the social security system of teachers in private universities is more difficult to manage than that of public universities. This study has shown that the gap between public and private schools highlights that teachers' concern for the welfare and job security must be addressed to prevent teachers from departing from private colleges and universities. Hence, improving private university teachers' social security system is essential in improving human resource management.

4.3 Training

The core competencies of private universities depend on the university's teaching and research ability, and excellent teaching and research ability depends on the number of complimentary high-ability talents in the university. The reasonable employing system is to train teachers reasonably and effectively. The purpose of training is the principle of full participation and expected progress. Training should follow the principles of a fair, merit-based, competitive, open talent selection system. Proper training can take adequate measures to retain outstanding talents in private colleges and universities and formulate corresponding talent training so every teacher can be promoted. After years of accumulation, the teacher human resource management system of Qingdao Hengxing University of Science and Technology has been adapted to its training system. Through the questionnaire survey and regression analysis of relevant indicators, it can be found that the application efficiency of private college personnel training is relatively low and fails to achieve the expected effect. The data need to be analyzed to conclude.

To train teachers, make teachers establish the idea of lifelong learning, and master the method of learning, in the future, work cannot fully predict the change of the situation. How to make education and future work adapt to the problem is lifelong education to solve, which should also be the critical problem of continuing education. Implementing a personnel training system in private colleges and universities can improve the stability of high-quality teachers and their comprehensive quality, which is conducive to improving the teaching quality of colleges and universities. Make the teacher in the school and the social development needs, formulate scientific and reasonable training appraisal and reward mechanism. It is necessary to improve the teachers' training enthusiasm and create innovation in the form of teacher training layers and targeted training of teachers

to meet the training requirements and improve the effect of college teacher training. Thus, teachers can learn from each other, promote together, and improve the effect of teacher training to provide a reliable guarantee for the development of higher education quality.

4.4 Compensation and Welfare

Effective compensation incentive is only relative to the traditional use of external physical factors such as salary and money to encourage employees to complete the enterprise target. It is more from the respect for employees' "ability", "desire", "personal decisions," and "free choice" perspective. Thus, creating individual interests in the enterprise atmosphere of "integration" is vital. Although Qingdao Hengxing University of Science and Technology has its salary incentive mechanism, there are still problems, and the solution to these problems was found. Public universities are supported by the state and have ample funds. Teachers in public universities have better material conditions than those in private universities. Therefore, most teachers will choose to work in public universities. It aggravated the loss of talent in private colleges and universities. Therefore, the lack of salary is an important reason to restrict the development of private college teachers.

Private colleges are single, and the incentive mechanism of private colleges entirely relies on investors to invest money to operate without any financial support from the government. Therefore, a large number of students in public schools should be more competitive. Private college teachers do not understand the school established strategic target, and the future development direction is unclear with law enterprise. Therefore, some teachers prefer to teach at public universities with stable jobs and higher salaries. On the other hand, with the continuous improvement of the overall treatment of teachers in public universities, the advantages of private universities in attracting talents with high salaries are no longer evident. Private colleges and universities lack the public's recognition and support, the public academic research atmosphere is higher than before, and the phenomenon of the bureaucratic class still exists in private colleges and universities. Young teachers in private colleges and universities are mistreated in various performance evaluations, which to a large extent, hinders private colleges and universities from attracting excellent teachers and leads to the loss of excellent human resources.

From the above analysis, we can see that the scientific salary system of university teachers is conducive to straightening the wage relationship and overcoming egalitarianism in the wage distribution. Additionally, mobilizing the enthusiasm and innovation of university staff and enhancing the development momentum and competitiveness of the university is essential. At the same time, establishing a scientific and reasonable salary system is a significant influence of systematic engineering, which needs unremitting efforts to keep up with the pace of the development of The Times so that the college salary can better play its power and effect.

4.5 Work Environment

Organizational culture can fundamentally change employees' old values, establish new values, and make them adapt to the needs of standard organizational practice. Once the values and behavior norms advocated by the organizational culture are accepted

and recognized, members will make behavioral choices that meet the organization's requirements. If they violate the organizational norms, they will feel guilty, uneasy, or otherwise. Self-blame will automatically modify their behaviors. In this sense, organizational culture has a substantial integrative effect. The sustainable development of Qingdao Hengxing University of Science and Technology is inseparable from the university's organizational culture. The traditional university organization focuses on the function of a particular aspect, and the single, partial, and closed functional view of the university organization cannot meet the diversified requirements of modern society for the university organization. Therefore, to establish a harmonious cultural atmosphere and provide a good academic atmosphere for teachers, only a good organizational culture can enable teachers to carry out teaching and research work smoothly.

4.6 Performance Evaluation

The performance appraisal of Qingdao Hengxing University of Science and Technology is too strong, which causes psychological pressure on the staff and decreases work efficiency. Humanized performance management can stimulate teachers' enthusiasm and improve teaching quality. Under the background of the development of the social market economy, the staff of colleges and universities have prominent characteristics of vocational skills. The first is its relatively high cultural background, the ladder of education level. The second is the value and significance of the profession. Only with a sense of honor and lofty ideals can teachers educate more excellent students. Finally, the meaning of material satisfaction is not the absolute goal. Pursuing a spiritual level is more critical, and the standard is higher. The performance appraisal function can encourage the staff to give full play to their personal and professional ability, keep the enthusiasm for work, and further improve the quality of teaching. Because only in this way can it meet the results of the performance appraisal or even exceed the performance appraisal task. After teachers' enthusiasm is stimulated, the improvement of teaching quality is helpful to promote the stable and rapid development of higher vocational colleges. Adopting differentiated performance appraisal methods can help the faculty and staff actively pursue self-promotion and scientific research work and pursue better personal career development and performance improvement. This effect can improve the overall strength of the faculty. At the same time, under the perfect performance appraisal mechanism, the elimination and evaluation mechanism of performance can promote the equal and stable development of the teacher team, improve bad psychology and behavior, help to develop the education, teaching, and scientific research activities of the college, and then promote the optimization of the whole teacher structure. Under the implementation of performance appraisal, the overall school management environment has been strengthened, and the talent competition mechanism has been fully established. In such a situation, some negative behaviors of teachers have been greatly improved, and the negative behaviors have been transformed into positive ones to improve teachers' work enthusiasm. It is necessary to create a positive and effective healthy competition atmosphere, enhance mutual understanding and trust, and enhance the cohesion of private colleges and universities.

4.7 Promotion

Promotion, which is also the embodiment of personal ability, after the professional and technical level, ability, and performance through the recognition, can have a higher industry recognition. A professional title is necessary for teacher salary promotion, qualification grade evaluation, and qualification upgrade. Related to personal career planning and development, from assistant to junior, intermediate, and senior professional title planning and review, so that professional and technical personnel can correctly understand and review their situation. It is for career development preparation and helps college teachers clear the direction of future efforts. The last is the convenience of life, related to buying a house, settling down, and going to school. This is a massive benefit for many non-local residents, who can quickly realize a house to buy a house, settle down in the workplace, and enjoy some loan policies to buy a house, increase the credit limit, and so on. It can also help children's enrolment and further study, easily cross the entrance threshold and obtain a study degree. Therefore, to continuously optimize the professional title organization of teachers, the Department of Human Resources Management of Qingdao Hengxing University of Science and Technology should formulate different professional title evaluation standards according to each school's different needs and situations. Optimize the application process, provide opportunities for preparation of approval conditions, and provide goals and direction for professional and technical personnel's career development. Through the evaluation and employment of professional and technical personnel, the status of professional and technical personnel shall be raised, their treatment shall be improved, and their enthusiasm shall be aroused.

5 Conclusion

Through relevant analysis and research, the following conclusions are drawn:

1. Administrators do not pay enough attention to the school's core values. Instead, they should focus on equal communication, create a harmonious environment, implement democratic management of teachers, gradually form a perfect feedback mechanism, and enhance the trust and communication between leaders and grassroots teachers.
2. Qingdao Hengxing University of Science and Technology was established late, with fewer funds for human resource management, insufficient social security for teachers, young teachers, and a lack of teaching experience. Colleges and universities should strengthen educational investment, optimize the ratio of teachers reasonably, and increase the investment in scientific research to provide conditions for the development of teachers.
3. Innovating human resource management methods, using modern management methods, reasonably optimizing management procedures, and promoting smooth operation are the key points to promote the smooth development of human resource management at Qingdao Hengxing University of Science and Technology.
4. By analyzing the current situation and related cases of teacher human resource management at Qingdao Hengxing Institute of Science and Technology, this paper reflects that there are many problems in the current development process of Qingdao Hengxing Institute of Science and Technology. The main reasons include an

imbalance in the proportion of teachers' human resources structure, a large proportion of young teachers and low professional titles, high mobility and poor stability of teachers, imperfect performance evaluation and salary incentive, and constraint mechanisms related to teachers' human resources, and insufficient organizational culture construction.

5. Through the case analysis of Qingdao university of science and technology, the workforce resource of college teachers not only needs the number of student-faculty ratios and the theory of data analysis. By defining the problem points, teachers' incentive system and performance appraisal system for deep reform, which can significantly improve the efficiency of the current university teachers' human resources management.

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