

A Review of Higher Education Policies towards the Strengthening of Human Resource Management in Chinese Higher Learning Institutions

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ABSTRACT

Many learning institutions have acknowledged the necessity of strategic human resource (HR) management. Yet, only a few have put the components into operation routinely. This article investigated the incorporation of HR management techniques by Chinese higher education institutions and their related policies and methods. We determined the general characteristics of strategic HR management approaches through a review of relevant literature. Our results indicated that the Chinese higher education system, including academic staff, has severe issues with the accumulation of HR and should focus on improving its strategic management techniques. The hiring and selection process of staff is lacking primarily and requires considerable attention. In addition, the system lacks a highly motivated core of workers, especially expatriate employees. On the basis of our findings, implications were determined in implementing and developing best practices by administrative staff, academics and other university employees engaged in HR management in China. Lastly, conclusions aimed at strategic HR management in Chinese higher learning institutions were highlighted.

Keywords: higher education; human resource management; policies; strategic management

INTRODUCTION

Globalisation, worldwide competitiveness, innovation and technological improvements have emphasised the critical role of human resource (HR) management in maintaining a competitive edge. Bello et al. (2020) asserted that human capital might be an institution's only lasting competitive edge in this ever-social world. Hasani and Sheikesmeili (2016) pointed out that knowledge management is more critical than new technological, economic and technical resources at this point in history. Given the changing nature of work—particularly the technical, organisational and competitive advances—firms will constantly battle to attract an appropriate supply of qualified people. The notion of strategic HR management has grown in importance as the emphasis on personnel as a critical source of improving operations has increased in the 21st century's awareness economies. However, much of the writing on this subject is business-related, resulting in a gap in the body of facts about adopting HR management strategies in higher education. A review of prior research suggests an absence of adequate studies on the relationship between HR policies at higher education. In a productive industry, such as higher education, efficient HR management becomes essential. This survey was made to ascertain whether or not Chinese universities employ tactical HR management and, if so, to what extent.

The current demand for increased and better HR management in Chinese higher education institutions is critical as follows: Firstly, public demand for responsibility in university management is increasing due to the Ministry of Higher Education's recognition campaign. Secondly, in the face of environmental change and resource depletion, the purpose of HR management is critical, if not indispensable, in productive higher education organisations with a solid national identity and strong traditions. As a result, resource management has become a significant concern. One area of research on dealing with environmental change and resource depletion is already strategic HR management. Finally, although HR management plays a

pivotal role in tackling the challenges of supporting staff, adoption for academics may be more complex.

Compared with support personnel, managing academic work is not well recognised in HR management studies (Kallio et al., 2016). Academics have historically governed and regulated their work, as they are employed under typical ‘professional contracts’. This situation may illustrate why university deans continue to conduct HR management in the ‘traditional’ manner of assigning fundamental and leading roles (Lu et al., 2017). Academics are self-determined to focus on their studies, teaching and other educational pursuits (Maitra, 2019). Higher education institutions are self-governing, and scholars are self-determined, implying that the capacity to create a changing culture exists. However, the process may be challenging given that academic life is defined by individual liberty, and scholars themselves are notorious for adhering to their principles and being slow to adapt (Savoia et al., 2016).

The Chinese universities are the fundamental basis for national knowledge development. They promote an innovative spirit, and creativity is a significant source of talent, which is also a significant cause of increased creative skills. Therefore, the Ministry of Higher Education should also enhance the development of HR amongst universities by boosting the productivity of these educational institutions (Koyama & Varenne, 2019). University HR primarily depends on improving the overall performance levels and the HR management system. Yet, in the current manner of managing HR, the existing circumstances and challenges are inhibiting the general development of HR in educational institutions and enhancing the quality of lecturers. The time is moving on with a systematic and detailed reform of the faculty’s HR management system. Overall, the improvement of the university method for managing HR plays an essential operational role (Bratton & Gold, 2017).

LITERATURE REVIEW

HR administration is crucial in any organisation as the ‘human’ aspect is the most significant asset and hence the organisation’s foundation (Deo, 2015). In every management structure, including higher education institutions, managing HR is a must (Ho & Peng, 2016). HR management strengthens operations and student content and achieves better results, such as budget and enhanced efficiency. Yet, the higher education institutions are also subject to increasing ‘management’, reporting and system integration (Mansour et al., 2015). HR management is crucial for a company (Tortorella & Fogliatto, 2015). Accordingly, many streams of literature explain, examine and show how to manage HR, what advantages individuals can gain from it and how it can generate a strategic advantage (Zaid et al., 2018). Dessler (2015) emphasised that HR management supports administrators’ recruitment process and minimise revenue for the right individual for the job. It can also influence work and performance, making personnel productive (Menon, 2015). HR management has remained increasingly used as part of ‘new managerialism’ for universities to boost academic achievement, manage expenses and control the work of personnel, especially university workers (Mansour et al., 2015). Aladwan et al. (2015) claimed that HR management applications in higher education institutions might affect people’s behaviour. A successful HR administration within universities could contribute to the formation of intellects capable of responding to outside environmental issues (Kasemsap, 2017). Waring (2016) added that HR management helps monitor and direct the work of university staff in accordance with education services’ performance indicators. Overall, HR implementation may help manage and maintain employees’ productivity and improve institutional results.

Higher education institutions face many issues, which are similar to higher education in general to some part. The university system is heading towards ownership, claiming that it will increase skills and make universities responsible. However, introducing and applying HR

practices, such as those developed in the West, are arguably inevitable. In determining the outcomes of higher education, the knowledge and contribution of the HR department are becoming crucial. In practice, the development and implementation of HR management across higher education institutions are a fundamental issue, including changing individual positions and behaviours (Brewster, 2017). Within higher educational institutions, flexibility and academic freedom are occupational factors that make it hard to use HR management technologies to alter these powerful and entrenched values (Gray, 2018). In addition, its use also influences the job done in the past through willingness, sentiments of expertise, dignity and prestige (De & Case, 2016).

Performance appraisal is critical to any HR system (Buenechea-Elberdin et al., 2017). It has a dual objective. Firstly, it provides the knowledge necessary to make an operational plan to determine the fit amidst existing HR schemes and those designed to maintain a transformation in policy vision. Secondly, it is a regulatory system that allows for comparing individual skills to organisational plans to achieve successful employee productivity. Thus, performance reviews appear to be especially critical in employment educational organisations. However, the majority of colleges have struggled to develop a suitable framework. In addition, the emphasis on research, which is frequently at odds with whatever is done in the course, makes assessing performance challenging (Hina et al., 2019).

Many colleges also view initiatives to evaluate learning achievement as unnecessary or incompatible with the education process. Nonetheless, faculty associates can mitigate apparent deficiencies through a mixture of appraisals: undergraduate valuations, behaviour and self-evaluations, all of which are significant elements of faculty growth. Turk et al. (2020) examined the part of performance appraisal in stirring and rewarding academic personnel in Estonia. Using primary and secondary data sources, they demonstrated that the appraisal and reward system ensured a highly competent core of workers. They concluded that a well-designed and functional performance appraisal system enables lecturers to make their imprint in their universities' work framework.

HR management is increasingly recognised as a significant factor in enhancing supporting staff but adopting it for academics may be tough. Unlike support staff, their work management is not well recognised in HR (Kallio et al, 2016). Generally, scholars manipulate their work and deal with typical 'professional contracts', determining why faculty deans deal with HR in a 'conventional' way of providing fundamental and assisting duties (Arslan et al., 2013). Higher education institutions are inherently independent of themselves, and scholars are incentivised to focus on research, teaching and other scientific activities (McCormack, 2015). In other words, they are distinguished by self-reliance, and scholars themselves prefer to adhere to their beliefs and thus reject HR practices (Shaked, 2021). Even with the above issues about the use of HR management, it still affects and supports institutional objectives, such as making contributions (Jackiene, 2015), staff development and school effectiveness. Therefore, carrying out additional research on HR policies in higher education institutions are of great significance.

HR practices play an essential part in developing corporate culture. Many studies emphasised the importance of strategic HR management measures to strengthen employees' trust and establish an innovative culture of trust. Vanhala and Ritala (2016) demonstrated that efficient HR management procedures help foster organisational innovation, which is partly due to the lack of confidence in organisations. HR management procedures should also be geared to promote trust between companies.

FINDINGS

The relationship between HR management and higher education institutions in China must be improved to coordinate all operations from strategy to control and foster collaboration. Therefore, this study focused on the same subject and findings as follows.

SYSTEM FOR TRAINING AND DEVELOPMENT

The training and development system in Chinese higher education institutions is a critical component of HR management practice. Learning and development are at the heart of initiatives to improve individual capability and operational commitment in a sustainable manner. Training equips individuals with the knowledge and skills necessary to do their jobs. Development entails teaching individuals beyond the requirements of present duties and is oriented around long-term objectives. Each department's needs determine the basis for education and training. The current policy on education and training amongst universities is to grant scholarships to teachers who continue their studies and financial support to lecturers who wish to become tenured professors (Shaked, 2021). In addition, faculty policies mandate the provision of internal funding for research and service learning. However, training and development face obstacles due to inadequate planning and rules. Educational institutions are in charge of these initiatives, although they have not undertaken rigorous evaluations. Given that universities have not established targets for lecturers, faculties and institutions can propose and inspire their academic colleagues to practice and progress their careers.

PERFORMANCE ASSESSMENT IN HIGHER EDUCATION FINDINGS

Successful performance management connects personal objectives, departmental goals and organisational mission and vision. The basis for lecturers' overall performance is student evaluations and lecturer achievement assignments administered by each faculty. The quality control unit conducts these evaluations at the end of each semester. However, the effect of these evaluation processes is insignificant and does not meet the faculty's expectations. Each faculty has its set of policies in which awards are offered, but no punishment is completed. The incentives could be monetary or in the form of certificates of excellence. No disciplinary action has been taken because universities have no such policy. The faculties are responsible for effective appraisal, whereas the department is responsible for obeying.

COMPENSATION AND REWARD IN HIGHER EDUCATION

The staff's productivity can be affected in numerous ways by the organisation management. They can implement successful compensation to offer staff rewards to achieve the company's objectives. The results imply that the 'considered remuneration and reward system' is moderately in line with the organisation's objective in higher education institutions. The basis for remuneration is laid down in the annual budget of universities and faculties. Examples are monetary and non-material kinds of compensation. Moreover, the institution generally sets the policy, and the objectives involve long-term services, functional classifications, administrative work and participation. However, the compensation amount is not performance-based, and policy formulation and motivation remain lacking.

SYSTEM OF RECRUITMENT AND SELECTION IN HIGHER EDUCATION

The recruitment and selection process establishes the groundwork for all other HR tasks. A thorough, valid and intelligent selection methodology helps discover the most qualified candidate. It creates an environment of exclusivity, establishes achievable targets and sends a message about its workers' value. Recruitment is motivated by the demands of professors, as determined by the lecturer-to-student ratio or by the launching of new departments/programmes. The recruitment process begins with a proposal from the university to a faculty. This proposal is evaluated in terms of necessity and expense. Recruitment may be

conducted through internal recruitment, applicants, friends and graduates. The selection procedure begins at the operational levels and progresses to the faculty level before concluding at the university and board of trustees' levels. Selections occur at any time and are indirectly but simultaneously related and unique. The selection process includes interviews with members of the department, faculty and the administration. For faculty posts at most universities, the selection process is obtained through interviews and demonstration lessons. Most higher education institutions would like to hire from the current pool of qualified and engaging people who requested a higher position.

PLANNING FOR HR

HR strategic orientation entails acknowledging and engaging HR functions as strategic partners in designing and executing the organisational strategy using HR practices, such as recruiting, selection, training and reward. HR planning is a systematic process for establishing the specific skills, obligations and knowledge required to perform the job in an organisation. It sets out rules for selecting the roles and technique qualifications and the individual who should be employed to guarantee that management understands the number of employees at the right time to facilitate the activities. In addition, HR planning evaluates and monitors the state of employees and staff consistently to ensure that the required amount and quality of capabilities are obtainable. The investigation results on HR planning in higher education institutions reveal that universities require an HR information system to obtain, store, retain, display and validate data needed to accomplish student enrolment and activities and improve management qualities.

DISCUSSION

HR management innovation mechanisms are being implemented solely to recognise university staff advancement and integrated logistics strategies in Chinese higher education institutions. It also strengthens the dilution channel, omitting policies to enhance the legal system to set up successfully. This essay examined the various facets of HR management, including recruitment, learning and development, performance appraisal, compensation practices and promotion selection.

THE INVENTION OF A UNIVERSITY RECRUITMENT METHOD FOR HR MANAGEMENT

Chinese higher education institutions conduct recruitment in monetary terms, establishing dedicated funds and increasing recruitment operations. When identifying job openings, a scientific examination of the personnel voids or additions is necessary. This process should be ascertained through research and analysis to describe each department and unit, the percentage of personnel required for the HR of connected legislation and requirements and the technique of utilising customary. This information is crucial to the establishment of a transparent system of critical study and work standards. Foreign hires and corporate hiring are the primary channels of recruitment. The hiring procedure needs to be scientifically developed to increase the selection rate of candidates who match the requirements. The recruitment process can be expedited by calculating the extensive ratings immediately after the discussion and competent aptitude tests. After the interview and professional test, it should be bound together with the previous interview and written test, so as to achieve streamlined docking. Accordingly, we evaluated the effect of recruitment on three different levels: recruitment, recruitment costs and duration employment rate.

ADVANCEMENT IN LEARNING, DEVELOPMENT AND MANAGEMENT OF UNIVERSITY HR AND THE INVOLVED PROCESSES

As the primary means and methods for enhancing an organisation's efficacy and profitability, training programmes are required amongst an organisation's staff to ensure sustainable growth (Stachová et al., 2019). In terms of training demand analysis, these three components are usually considered: organisation, work and personnel. Moreover, HR departments must establish training guidelines and anniversary training programmes to identify the training sessions to be undertaken by different departments, training funds to sustain goals and objectives and training input lines to promote individual development through training. Teachers should also make effective use of Internet information technology in their study time. Accordingly, an online learning system should be designed to accomplish the above objectives. The evaluation of training effectiveness will include the training objective, learner satisfaction, examination of the entire training process and a summary of achievements and learning gaps.

THE DEVELOPMENT OF UNIVERSITY HR MANAGEMENT METHOD IN TERMS OF PERFORMANCE MANAGEMENT

As stated previously, the performance plan serves as the fundamental link in the staff performance appraisal system. It is strategic management wherein employees and managers communicate to accomplish the aim of the communication accountability method. This objective primarily entails establishing the execution plan's precise performance objectives, performance targets and process improvement rating (Kivipõld et al., 2020). The link between work and employees can be optimised through the following suggestions: Firstly, the HR management team is accountable for the overall strategy for employee performance work, which includes developing an effective performance management work plan. Secondly, the school work points should be annually followed, and a new department or unit of work plans should be requested from each department. On this basis, department and unit performance standards of performance appraisal criteria can be developed for each post. Thirdly, the overall performance project is centred on monitoring data collecting performance and the guidance and interaction of the planning phase. By adopting, recording, sampling and evaluating faculty process improvement, data collection, job performance, labour productivity and management skills may be included in the scope of data collection involved in employee performance management. Fourthly, performance management aims to choose the most appropriate technique of evaluation. Thus, a comprehensive reward assessment approach, a project evaluation approach and a practical crash evaluation approach for higher management should be adopted, instead of evaluating teachers and supplier's workers in technical positions. Performance to enhance performance effect in implementing the stage, primarily to the quality assessment findings and incentives, is related to significant highlights, such as compensation and promotion. Only in this way can performance management exert true power. The performance improvement stage, which is primarily concerned with the different issues that arise during performance management work, continues the deep reasoning process by identifying strategies more to strengthen the organisational performance of essential tasks.

THE DEVELOPMENT OF A NOVEL STRATEGY, WHICH IS SELECTIVE AND PROMOTIONAL, FOR MANAGING UNIVERSITY HR

Given the selected and promotional road, the development process may begin by securing the series' post. Then, the quality professional and technical capabilities should be enhanced amongst logistics workers chosen for advancement to the management job reform process. Professional technical roles are selected to promote management jobs, with salary commensurate with cash roles at the same level but with job deterioration embedded into management jobs (Shahriari et al., 2020). Management post series should be implemented

across various positions and avenues of advancement. Multiple roles should be controlled across divisions, including financial asset management, training facilities and HR management. Management jobs have eight types, each of which is responsible for selecting and advancing its position within the area of management jobs.

MODERNISATION OF COMPENSATION MECHANISMS FOR HR MANAGEMENT IN HIGHER EDUCATION INSTITUTIONS

The salary management system needs to establish a sequence of comprehensive and official pay management processes to ensure an equitable and realistic compensation system (Heru et al., 2017). Establishing compensating principles and tactics should begin with a thorough examination of the school systems' strategy development model, company practices and growth stage. Additionally, the school management's objectives and compensation requirements, the social, economic and political environments and other external and internal elements should be considered. Job investigation can be conducted using the Hay and CRG models commonly used worldwide to complete a comprehensive employment evaluation (Aladwan et al., 2015). Samples of job grades are generated. The appropriate professional institutions have been tasked with conducting surveys of similar size or kind of compensation level and structure of investigation in universities to address external competition pay. Compensation is primarily designed for schools concerning the general market. At the same time, rivals pay their benefits packages, which may include a cost leadership plan, a market leadership policy, a promotional pricing policy or a fixed-salary plan. Implementing and adjusting a compensation system entails various tasks, including payroll, checking, paying, communicating and changing. During the actual pay computation, at least one person will likely make an error. Moreover, detecting and fixing inaccuracies in real-time is difficult. Accordingly, the HR department should appoint an expert to monitor and oversee and reduce payment errors.

HR MANAGEMENT STRATEGIES IN CHINESE HIGHER EDUCATION INDUSTRY URGENTLY NEED TO BE IMPROVED

The development requirements for university HR management mechanisms are primarily expressed in the following factors: The growth of higher education institutions has rapidly become an indicator of a country's overall strength. In particular, the expansion of higher learning institutions corresponds to the country's growth, and their evolution is fundamental coordination and almost a sign of national and regional wealth. Power is difficult to generate or hold without scientific and technologically creative talent resources, such as a big group of experts with higher education training. The top Chinese university should encounter the unknown world, explore impartial truth and provide a scientific foundation to solve the significant problems faced by humans (Yang & Lv, 2016). It should also be a knowledge invention centre, endorsing the transition of scientific and technological accomplishments into increased growth. On this basis, higher education institutions have progressively become a gauge of a country's overall performance.

HR management is crucial in ensuring the growth of higher education institutions. HR is the primary socio-economic resource critical for economic growth and social advancement (Yang & Lv, 2016). It has a significant part in the development of technically creative talents and social service in educational institutions and has a significant effect on social life. Higher education institutions rely on the quality of talent development and talent management. The fundamental importance of HR at higher education institutions is determined by the extent to which they are managed (Syed & Kramar, 2017). Thus, how to allocate HR reasonably in educational institutions should be determined to promote people's passion and innovation.

Strategic planning in universities is also crucial to incorporate a new idea of HR management and explore student opportunities, which is critical to making the HR management of academic institutions effective.

The development of university HR management mechanisms has progressively formed the backbone of Chinese higher learning institutions' corporate management. With the progress of HR management mechanisms in Chinese higher education institutions in recent years, the implementation of the competition, creativity and the building of teacher teams, amongst other things, have continued to improve. However, the lack of HR management mechanisms focusing on teachers' needs remains the primary impediment to establishing a high-level institution. In this research, we aimed to investigate the innovation of HR management mechanisms amongst college and university teachers. Our results may help higher education institutions adapt well to economic globalisation of the HR management system. They also imply flourishing and enthusiastic talent development surroundings that can enable each teacher to work towards an aim coherent with the research objective of improving the situation. Overall, inventive university HR management mechanisms and general quality improvement are critical components of higher education transformation and development and an inevitable prerequisite for higher education to respond to socio-economic development.

CONCLUSION

This article examined strategic HR management strategies, including organisational performance, recruiting and selection, performance appraisal and incentives, remuneration and staff development and training. Our results suggested that strategic HR management has not yet gained sufficient emphasis in Chinese universities. The process of hiring and selecting employees is generally ineffective and requires immediate intervention. In Chinese higher learning institutions, spending money and effort on training and development is not viewed as a needed or beneficial duty. They are also confronted with significant challenges contributing to the creation of human capital, particularly academic staff. Accordingly, they must dedicate continuous support to their strategic HR management methods. The performance evaluation and remuneration system can be used effectively to lead and motivate faculty members and ensure that their operations are consistent with the institution's strategic planning and HR management. Given the advancement of the organisation, fast variations in strategic HR management indicates that the burden of faculty members will expand significantly. Therefore, targeted incentive programmes and a consistent and equitable performance rating and reward system should be developed and implemented.

Additionally, the study demonstrated an absence of data on the relationship between teacher commitment and experience, a significant issue in higher education. Unproductive programmes designed to promote faculty contentment may have resulted from deception or inadequate information. Consistent with our research objective, higher education institutions that place a premium on engagement via strategic HR management position may achieve incredible performance.

Finally, our findings are critical to various parties, especially Chinese higher education institutions, as they are apprehended responsible for environmental sustainability. Ling, Hui and Xianshun (2021) stated that "the state should exert efforts to expand high-quality higher education resources while appropriately expanding the scale and focus on improving the quality of higher education". Capitals are also scarce in the country. Additionally, the administrations of each university may be intelligent to recognise talent gaps and demands, which may result in an efficient and reliable strategy for their work. The current and potential staff, including faculty members at Chinese universities, may better understand their employers' condition and the effectiveness with which they build their human capital's experience, abilities

and capacities. Global and regional organisations interested in forming relationships with Chinese universities may gain awareness of their strategic HR management activities. University officials and politicians should develop and enforce higher operation classes and programmes and dynamic banking systems and quality management systems that are achievable. They should also inspire academic staff to participate in decision-making procedures that will enhance their experience and abilities. Universities must build performance management and pay techniques to demonstrate a significant inverse relationship between academic relevant sector and performance. A well-designed and excellently executed appraisal system may help learners make their imprint in their universities' organisational setting. The basic assumptions indicate that more vital collaboration between universities and HR departments is necessary to build more standardised appraisal systems. On the basis of the above discussion, this study makes significant and valuable contributions to strategic HR management. Campuses that focus on improving their strategic HR management methods will be well equipped to deal with a constantly altering world and increased rivalry from outside sources.

Finally, this study demonstrated that HR management practices and employee engagement compatibility contribute to effective success and provide universities with a competitive edge. Thus, academic institutions can leverage HR management strategies to increase lecturer commitment. The leadership initiative of a higher education institution must prioritise the development and professionalisation of HR management processes to foster resilient competitiveness inside the institution.

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