

Guideline to Organizational Management of Guangxi Higher Vocational Colleges

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Abstract

The objectives of this research were 1) to study the current situation of the organization management of Guangxi higher vocational colleges 2) to develop the guideline to organizational management of Guangxi Higher vocational colleges 3) to evaluate the suitability and feasibility of guideline to organizational management of Guangxi Higher vocational colleges. The sample were 248 administrators from 12 higher vocational colleges in Guangxi. The interviewees were 12 administrators and 12 experts in Guangxi higher vocational colleges. The research instruments were questionnaire, structured interview and evaluate form. The statistic to analyze the data were percentage, mean, standard deviation and content analysis.

The results were found that 1) the current situation of the organization management of Guangxi higher vocational colleges in 5 aspects was at medium level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest mean was Organizational structure, followed by Organizational goals, and Organizational Culture was the lowest mean. 2) The guideline to organizational management of Guangxi Higher vocational colleges, including 5 aspects, with a total of 40 measures: 1) 8 measures for organizational goals, 2) 7 measures for organizational structure, 3) 9 measures for organizational power, 4) 8 measures for organizational culture and 5) 8 measures for organizational system. 3) The suitability and feasibility of guideline to organizational management of Guangxi Higher vocational colleges in 5 aspects were at highest level.

Keywords: Guideline to Organizational Management, Guangxi Higher Vocational Colleges

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Introduction

In 2010, China promulgated the "National Medium and Long-term Educational Reform and Development Plan (2010-2020)", proposing to establish and improve the modern university system with Chinese characteristics and improve the governance structure of universities. In 2014, China promulgated the "Action Plan for Improving the Management Level of Vocational Colleges (2015-2018)" (Qi Xiaosi, 2018), which is the first special document related to the management of colleges and universities (higher vocational colleges). The "Higher Education Law" clearly pointed out that "institutions of higher education should face the society and implement democratic management in accordance with the law. In the "Decision" published in 1999, it was emphasized again that "in accordance with the provisions of the "Higher Education Law of the People's Republic of China" to effectively implement and expand higher education. The school's autonomy in running schools enhances the school's vitality in adapting to the local economy and society, and made some specific explanations, such as "improving the self-discipline of colleges and universities, the self-management mechanism, and further expanding the autonomy of colleges and universities in the admission of majors, and colleges and universities should deepen the school's internal management. System reform, further streamlining the organization, reducing staff to increase efficiency, reforming the distribution and reward system, implementing more work, better pay, etc.

In 2021, the People's Government of Guangxi Zhuang Autonomous Region issued the "14th Five-Year Plan for the Development of Education in Guangxi" and "The 14th Five-Year Plan for the Revitalization and Development of Higher Education in Guangxi", emphasizing the need to improve the internationalization level of Guangxi's colleges and universities and implement higher education. Open cooperation and upgrade projects, build a China-ASEAN education open cooperation pilot zone, and deepen international collaborative innovation between higher vocational colleges and ASEAN countries. This requires the managers of vocational colleges such as Guangxi West to have an international perspective and strengthen the reform of the internal organization and management of the school to meet the needs of international cooperation and open education. (Jiang Hongxia & Xin Yueyou, 2021) With the continuous deepening of the reform of China's higher education management system, school-running system and internal management system, higher vocational education has achieved considerable development, the quality and efficiency of running schools have been continuously improved, and the concept of education management has been continuously enriched and strengthened. Chinese higher vocational colleges internal organizational management has also made good progress. (Xiao Guangde & Wang Wanghe, 2022)

The internal management of higher vocational colleges in Guangxi ignores the top-level design and overall planning of the reform, and there are doubts about the decentralization of power. Weaken, put forward to study and design the overall goal of the reform of the secondary management system of departments from

a strategic height, use governance theory to straighten out the power relationship of the reform of the secondary management system of departments, and clarify the rights and responsibilities of the secondary management system of departments from the perspective of stakeholders in order to benefit, implement the internal management system reform by constructing supervision, restraint and evaluation mechanism by means of management by objectives. (Pan Jiening, 2017) Sui Yifan. (2020) believes that driven by the development of international trade and economy, in order to cultivate higher vocational education talents who are more in line with the requirements of the "Belt and Road" initiative, Guangxi's higher vocational education is increasingly showing an international trend. The middle-level cadres of higher vocational colleges are the "spine" of college management and development colleges. Only by cultivating and improving the management level with an international perspective can they adapt to this development trend. Sun Chao (2019) pointed out that Guangxi vocational colleges have insufficient understanding of the importance of informatization, the overall level of management informatization is not high, the basic conditions are weak, and management informatization is insufficient in coordinating and applying capabilities. Countermeasures and suggestions for accelerating the promotion of Guangxi vocational college management informatization, such as comprehensive planning of vocational colleges, strengthening the construction of vocational college management information sharing platforms, and improving the application level of vocational college management information.

The internal organizational management of higher vocational colleges in Guangxi mainly ignores the top-level design of the reform and the overall plan and has doubts about the decentralization of power. The phenomenon of serious globalization, weakening of academic power, unclear development strategy, unreasonable layout, unscientific organizational hierarchy, and insufficient communication and penetration with the outside world. It causes the slow development of colleges and universities, reduces the efficiency of the internal organization of colleges and universities, and hinders the sustainable development of colleges and universities. Therefore, it is an urgent need for the reform of higher vocational colleges in Guangxi to further accelerate the pace of reform of the internal organization and management of colleges and universities, and to create an internal organization and management of colleges and universities that is compatible with the international development and the modern university system.

Based on this, this paper conducts research on the internal organization and management of higher vocational colleges in Guangxi, based on education management and internal organization management, researches and analyzes the status quo and reasons for the internal organization and management of Guangxi higher vocational colleges through questionnaires, interviews and other research methods, using statistics management of Guangxi higher vocational colleges, and on this basis, evaluates the paper analyzes and puts forward the guidelines for the internal organization and feasibility of the internal organization and management of Guangxi higher vocational colleges. I hope to provide some references for everyone, stimulate the vitality of

the internal organization and management of Guangxi higher vocational colleges, provide new management ideas, and bring new development space and opportunities to Guangxi higher vocational colleges.

Objectives

1. To study the current situation of the organization management of Guangxi higher vocational colleges.
2. To develop the guideline to organizational management of Guangxi Higher vocational colleges.
3. To evaluate the suitability and feasibility of guideline to organizational management of Guangxi Higher vocational colleges.

Scope of the Research

1. Scope of Content

- 1.1 Concept of Educational Administration
- 1.2 Concept of Organization Management

2. Scope of Population

1. To study the current situation of the organization management of Guangxi higher vocational colleges. The population included 700 administrators of Guangxi higher vocational colleges. The sample groups. According to the sampling table of Population and the Sample Group (Krejcie & Morgan, 1970), the sample group of this research was 248 administrators in Guangxi Higher Vocational Colleges.

2. To develop the guideline to organizational management of Guangxi Higher vocational colleges. The interviewees in this research were 12 administrators in higher vocational colleges in Guangxi. The qualifications of interviewees are as follows: 1) Middle-level managers of higher vocational colleges in Guangxi have been engaged in education management for 6 years or more; 2) Familiar with the management model of colleges and universities, and have a deep understanding of the internal organization and management of higher vocational colleges; 3) Respondents are willing to participate in recorded semi-structured interviews; 4) must be willing to view their interview transcripts for verification.

3. To evaluate the suitability and feasibility of guideline to organizational management of Guangxi Higher vocational colleges were 12 experts in Guangxi higher vocational colleges. The qualifications of the experts are as follows: 1) Those who have been engaged in education management in Guangxi higher vocational colleges for more than 5 years 2) come from different higher vocational colleges; 3) have a senior professional title or a doctorate degree and have in-depth understanding and research on the internal organization and management of higher vocational colleges.

Research Framework

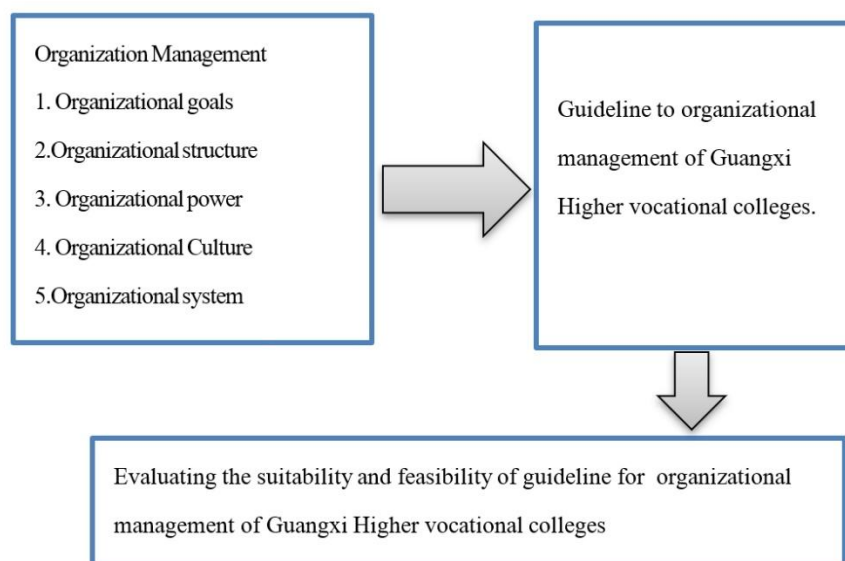


Figure 1 Research Framework

Research Methodology

Phase 1: Studying the current situation of the organization management of Guangxi higher vocational colleges.

Phase 2: To develop the guideline to organizational management of Guangxi Higher vocational colleges.

Phase 3: To evaluate the suitability and feasibility of guideline to organizational management of Guangxi Higher vocational colleges.

This research is a mixed methods research. The research method is divided into 3 steps as follows

Phase 1: Studying the current situation of the organization management of Guangxi higher vocational colleges.

The population / Sample Group

The population included 700 administrators from 12 higher vocational colleges in Guangxi. According to the sampling table of Population and the Sample Group, the sample group of this research was 248 administrators in Guangxi Higher Vocational Colleges. Determining the number of samples according to the table of Krejcie and Morgan (Krejcie & Morgan, 1970), then stratified random sampling and simple random sampling.

Research Instruments

The instrument to collect the data for objective one, to study the current situation of the organization management of Guangxi higher vocational colleges was a questionnaire. The questionnaire designed based on Internal Organizational Management in 5 following aspects: 1) Organizational goals, 2) Organizational structure, 3) Organizational power, 4) Organizational Culture and 5) Organizational system. The questionnaire has a reliability value of 0.970.

Data Collection Method

The researcher requested requirement letter form the graduate school, Bansomdejchaopraya Rajabhat University for requiring collecting the data from 248 administrators in Guangxi Higher Vocational Colleges. A total of 248 questionnaires, 100 percent

Data Analysis

The current situation of academic affairs management in Guangxi universities in five following aspects: 1) Organizational goals, 2)Organizational structure, 3) Organizational power, 4) Organizational Culture and 5) Organizational system, was analyzed by Mean and standard deviation.

Phase 2: To develop the guideline to organizational management of Guangxi Higher vocational colleges.

The Key informant

The interviewees in this research were 12 senior administrators of Higher vocational colleges in Guangxi, who were selected by purposive Sampling. The qualifications of interviewees are as follows: 1) At least 5 years of work experience as senior administrator in higher vocational colleges; 2) Having rich experience in organizational management; 3) graduated with master's degree or above.

Research Instruments

The instrument to collect the data for objective two, to develop the guideline to organizational management of Guangxi Higher vocational colleges was a structured interview. The structured interview designed based on the current situation of organizational management of Guangxi Higher vocational colleges in 5 following aspects: 1) Organizational goals, 2) Organizational structure, 3) Organizational power, 4) Organizational Culture and 5) Organizational system.

Data Collection Method

The researcher requested requirement letter form the graduate school, Bansomdejchaopraya Rajabhat University for requiring interviewing the senior administrators of Higher vocational colleges in Guangxi. The researcher interviews the senior administrators one by one through an online platform or face-to-face depending on the interviewee's convenience.

Data Analysis

The structured interview about the guideline to organizational management of Guangxi Higher vocational colleges was analyzed by content analysis.

Phase 3: To evaluate the suitability and feasibility of guideline to organizational management of Guangxi Higher vocational colleges.

The Key informant

The experts for evaluating the suitability and feasibility of the guideline to organizational management of Guangxi Higher vocational colleges was 12 administrators in Guangxi. The qualifications of the experts are as follows: 1) at least 10 years of work experience in organizational management in Guangxi higher vocational colleges, 2) have extensive experience in organizational management, 3) graduated with doctor's degree, 4) academic title is associate professor or above.

Research Instruments

The instrument to collect the data for objective three, to evaluate the guideline to organizational management of Guangxi Higher vocational colleges was an evaluation form. The evaluation form designed based on the guideline to internal organizational management of Guangxi Higher vocational colleges in 5 following aspects: 1) Organizational goals, 2) Organizational structure, 3) Organizational power, 4) Organizational Culture and 5) Organizational system

Data Collection Method

The researcher requested requirement letter from the graduate school, for requiring inviting the expert to evaluate the guidelines. The researcher distributed the evaluation form to administrators in Guangxi. A total of 12 evaluation form.

Data Analysis

The data analysis in this research, the researcher analyzes the data by package program, as follows: The evaluation of the suitability and feasibility the guideline to organizational management of Guangxi Higher vocational colleges was analyzed by Mean and standard deviation.

Research Findings

1. The analysis result about the current situation of organization management of Guangxi higher vocational colleges

Table 1 The average value and standard deviation of the current situation of organization management of Guangxi higher vocational colleges in five aspects

	Academic affairs management	$\bar{X}$	S.D	level	Order
1	Organizational goals	3.20	0.86	medium	2
2	Organizational structure	3.21	0.88	medium	1
3	Organizational power	3.16	0.86	medium	3
4	Organizational Culture	3.15	0.86	medium	5
5	Organizational system	3.16	0.86	medium	4
	Total	3.18	0.71	medium	

According to table 1, the data showed that the current situation of academic affairs management in Guangxi universities in five aspects was at medium level ($\bar{X} = 3.18$). Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest mean was organizational structure ($\bar{X} = 3.21$), followed by Organizational goals ($\bar{X} = 3.20$), Organizational power ($\bar{X} = 3.16$), Organizational system ($\bar{X} = 3.16$), and organizational culture was the lowest mean ($\bar{X} = 3.15$).

1.1 Organizational goals was at a medium level. Consider for the result of the study aspects ranged from the highest to the lowest level were as following: the highest mean was Administrators establish organizational goals that are specific and quantifiable to ensure that organizational members are clearly aware of their tasks and desired outcomes, followed by Administrators establish the organizational goals are challenging, Organizational goals should be challenging and can stimulate the enthusiasm and creativity of organizational members and administrators establish the organizational goals are rationality, and the goal of the organization conform to the actual situation and resource conditions of the organization was the lowest mean.

1.2 Organizational structure was at a medium level. Consider for the result of the study aspects ranged from the highest to the lowest level were as following: the highest mean was Administrators develop assessment and incentive mechanism to improve employee participation and enthusiasm, followed by Administrators made a reasonable post allocation. Clarify the responsibilities, authority and functions of the post, and provide corresponding personnel and administrators build a sound organizational structure, including functional structure, hierarchy structure, department structure, authority structure and so on was the lowest mean.

1.3 Organizational power was at a medium level. Consider for the result of the study aspects ranged from the highest to the lowest level were as following: the highest mean was "Administrators play the important role of organizational power in the operation and development of the organization, and ensure the legal, fair, responsible and transparent exercise of power, followed by administrators improve the organizational authorization and control mechanism to ensure the reasonable, legal, transparent and effective exercise of rights, and prevent the abuse, misuse or improper exercise of rights and administrators exercise formal power and follow the principles of legality, fairness, responsibility and transparency to ensure the legal compliance and effective exercise of power, and to prevent the abuse of power and the concentration of power was the lowest mean.

1.4 Organizational culture was at a medium level. Consider for the result of the study aspects ranged from the highest to the lowest level were as following: the highest mean was administrators constructing organizational culture is generally recognized and followed by the members of the organization, followed by administrators standardize the behavior of employees, provide clear guidance and requirements for teachers and students, and create a positive cultural atmosphere and administrators focus on improving and cultivating the awareness of social responsibility of the organization members, guide them to fulfill their social responsibilities, and make important contributions to the prosperity and progress of the society was the lowest mean.

1.5 Organizational system was at a medium level. Consider for the result of the study aspects ranged from the highest to the lowest level were as following: the highest mean was administrators standardize the management system to clarify the standards of reward and punishment mechanisms to commend outstanding employees, to punish violations and to create a positive working atmosphere, followed by administrators establish a scientific and fair evaluation system, encourage employees to work actively, improve the overall performance, and then to promote the sustainable development of the organization and administrators establish a perfect rules and regulations system of the university, including the articles of association, rules, rules, procedures, methods and standards was the lowest mean.

2. The guideline to organizational management of Guangxi higher vocational colleges 5 aspects, with a total of 40 measures: 1) 8 measures for organizational goals, 2) 7 measures for organizational structure, 3) 9 measures for organizational power, 4) 8 measures for organizational culture and 5) 8 measures for organizational system. shown as figure 2.

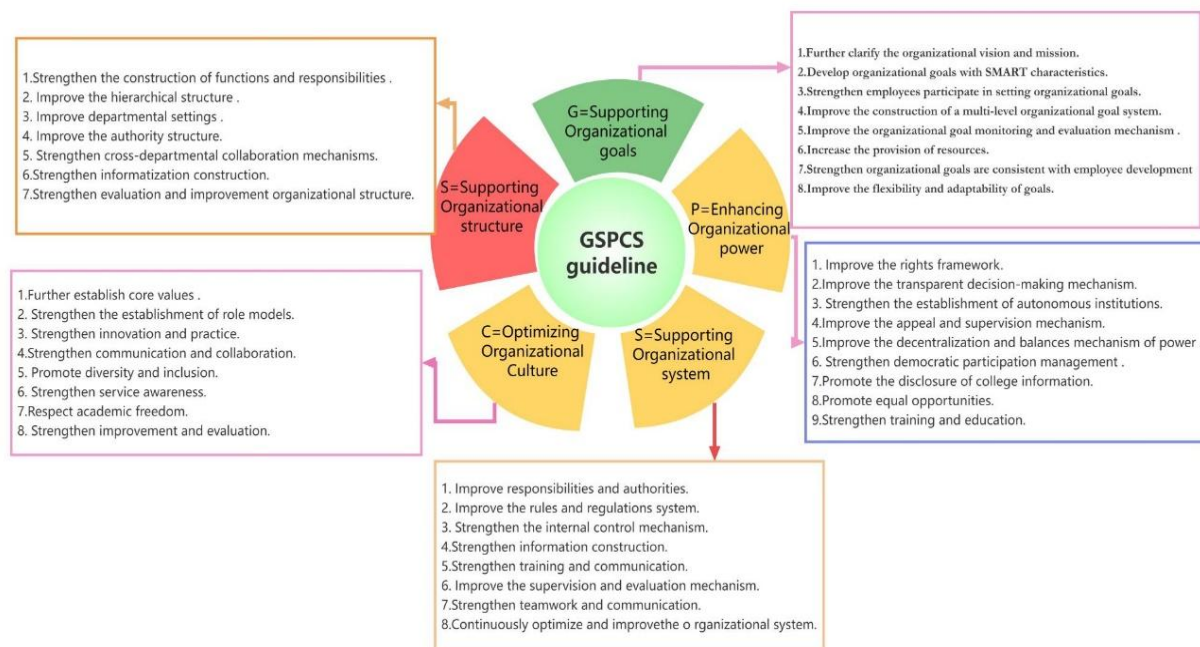


Figure 2 Guideline to organizational management of Guangxi higher vocational colleges

2.1 Supporting Organizational goals consisted of 8 measures: 1) Define the organization's vision and mission and ensure that its goals are aligned with the vision and mission, 2) Improve SMART goals (specific, measurable, achievable, relevant, and time-bound, 3) Strengthen the setting of staff participation in organizational goals, 4) Improve the construction of a multi-level organizational target system, 5) Improve the organizational goal monitoring and evaluation mechanism, 6) Increase resources and help for organizational goals, 7) Align organizational goals with employees' personal development and career goals and 8) Improve the flexibility and suitability of goals to respond.

2.2 Optimizing Organizational Structure consisted of 7 measures: 1) Strengthen the functions and responsibilities of all departments and posts, 2) Improve the organizational hierarchy and determine the management levels and their rights and responsibilities, 3) According to the needs of organizational development, improve each organization, 4) Improve the power structure and clarify the scope of functions and powers of each post, 5) Strengthen the establishment of cross-departmental collaboration mechanisms, 6) Strengthen informatization construction and 7) Strengthen the evaluation of the effectiveness and suitability of the organizational structure.

2.3 Enhancing Organizational power consisted of 9 measures: 1) Improve the organizational power framework and clarify decision-making procedures and power limits, 2) Improve a transparent and open management and decision-making mechanism, 3) Strengthen the establishment of self-governing institutions for teachers and students, and give them the power of autonomy and decision-making, 4) Improve and establish an effective appeal mechanism and supervision mechanism, 5) Improve the mechanism of decentralization and checks and balances, 6) Strengthen the democratic participation of teachers and students in management and

decision-making, 7) Improve the transparency and openness of management, 8) Promote equality of opportunities between teachers and students and 9) strengthen the training and education of laws, regulations and powers.

2.4 Optimizing Organizational Culture consisted of 8 measures: 1) Establish core values and integrate them into all aspects of colleges, 2) Strengthen establish role models of leaders and outstanding teachers who are positive and contribute to society, 3) Strengthen the scientific research innovation and practical ability of teachers and students, 4) Strengthen communication and collaboration, promote teamwork, 5) Promote diversity and inclusion, respect individual differences, 6) Strengthen establish an efficient service system, provide quality services to teachers and students, 7) Respect academic freedom, encourage academic research and ideological exploration and 8) Strengthen evaluate the effectiveness of organizational culture construction.

2.5 Supporting Organizational System consisted of 8 measures: 1) Improve the organizational structure and management system, clarify the responsibilities and authority, 2) Improve rules and regulations, standardize working procedures, 3) Strengthen the internal control mechanism, including audit supervision, risk management, etc, 4) Strengthen the establishment of information management system, realize information sharing and process automation, 5) Strengthen system learning and communication, 6) Improve the supervision and evaluation mechanism, 7) Strengthen the communication and teamwork among various departments and 8) Constantly optimize and improve the organizational system.

3. Evaluate the suitability and feasibility of the guidelines to organization management of Guangxi higher vocational colleges, shown in table 2

Table 2 The average value and standard deviation of the evaluation of the Suitability and feasibility of guidelines to organization management of Guangxi higher vocational colleges in 5 aspects:

Guidelines	Suitability			Feasibility		
	$\bar{X}$	S.D	Level	$\bar{X}$	S.D	Level
1 Supporting Organizational goals	4.58	0.40	highest	4.60	0.29	highest
2 Optimizing Organizational Structure	4.56	0.27	highest	4.69	0.22	highest
3 Enhancing Organizational power	4.47	0.39	high	4.60	0.29	highest
4 Optimizing Organizational Culture	4.59	0.30	highest	4.64	0.33	highest
5 Supporting Organizational system	4.68	0.26	highest	4.70	0.25	highest
Total	4.58	0.25	highest	4.65	0.22	highest

According to table 2, the suitability of guidelines to organization management of Guangxi higher vocational colleges in 5 aspects were at highest level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was Supporting Organizational system, followed by Optimizing Organizational Culture and Enhancing Organizational power was the lowest level.

The feasibility guidelines to organization management of Guangxi higher vocational colleges in 5 aspects were at highest level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was Supporting Organizational system, followed by Optimizing Organizational Structure, and Supporting Organizational goals and Enhancing Organizational power was the lowest level.

Discussion

1. The current situation of the organization management of Guangxi higher vocational colleges in 5 aspects was at high level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest mean was Organizational structure, followed by Organizational goals, and Organizational Culture was the lowest mean. The results of this study indicated that the current situation of organizational management in Guangxi higher vocational colleges was at a high level across five aspects. Among these, organizational structure achieved the highest mean, followed by organizational goals, while organizational culture received the lowest mean. This distribution provides useful insights into both strengths and areas for development in vocational higher education management. The high rating of organizational structure suggests that Guangxi vocational colleges have established clear hierarchies, well-defined roles, and effective systems of governance. This finding aligns with Mintzberg's (1993) theory of organizational configurations, which emphasizes that structural clarity is critical for ensuring efficiency and coordination, particularly in complex educational institutions. Strong organizational structures also reflect compliance with national policies, which have increasingly emphasized accountability and standardization in higher education institutions (Ministry of Education of China, 2022). Organizational goals were also rated highly, reflecting the colleges' ability to articulate and pursue strategic directions consistent with China's vocational education reform agenda. According to Scott and Davis (2016), clear organizational goals are essential for aligning institutional activities with external expectations and ensuring coherent performance across departments. This finding indicates that Guangxi higher vocational colleges are effectively setting goals that resonate with broader national strategies, such as the development of skilled human capital to support regional economic growth. However, organizational culture was found to be the lowest-rated dimension. This suggests that while structural and goal-oriented elements are strong, there may be challenges in fostering shared values, collaboration, and innovation within institutions. Schein (2017) argued that organizational culture is a key driver of long-term institutional effectiveness, as it influences motivation, trust, and collective identity among staff. The relatively weaker perception of culture in Guangxi vocational colleges may reflect the persistence of hierarchical management practices, limited staff participation

in decision-making, or insufficient emphasis on building a sense of community. Taken together, the findings reveal that Guangxi vocational colleges are organizationally strong in terms of structure and goal-setting, but they need to focus more on developing supportive and participatory cultures. Strengthening organizational culture could enhance staff commitment, adaptability, and innovation capacity, which are critical for sustaining educational quality and responding to the dynamic demands of China's labor market.

2. The guideline to organizational management of Guangxi Higher Vocational colleges including 5 guidelines, a total of 40 measures: 1) 8 measures for organizational goals, 2) 7 measures for organizational structure, 3) 9 measures for organizational power, 4) 8 measures for organizational culture and 5) 8 measures for organizational system. The researcher has chosen measures for organizational power the reason that experts proposed this guideline in response to the current situation is urgent to delegate power to schools in accordance with the "Higher Education Law" and the requirements of "delegating regulation and service", so that schools have full rights of resource control, resource allocation and resource use right. For Chinese universities, what is more important is to overcome the disadvantages of bureaucratic system, put an end to the abuse of administrative power and administrative power, and establish a new mechanism of interest consultation and effective governance of multiple subjects. The bureaucratic hierarchy has a certain inclusive and elastic space, which should allow the existence of informal groups and informal power, so that they can have the right to speak and express their interest demands. Related to the concept of Shen Yushun (2010) the internal teaching quality assurance management structure in universities it should move from concentration at the college level to dispersion at the college level, that is, from high-level concentration to grassroots dispersion. And Related to the concept of Xiao Ying (2014) power means coercive power, but the use and exercise of power are not always one-way. The weaker party can exert moral and emotional pressure on the more powerful party, thereby obtaining a certain degree of intangible power.

This guideline is consistent the research of Wu Xingwei & An Yuxing. (2019) studied on a topic of Research on Strategies for Improving Internal Governance Capabilities of Colleges and Universities under the New Situation the result shown that it is necessary to uphold the correct value orientation, governance should aim to achieve "good governance", and reflect the basic values of higher education governance, that is, to adhere to the maximization of social interests, academic supremacy, power constraints, democratic participation, matching and clarity of power and responsibility allocation, openness, transparency, and detailed governance rules.

3. The suitability and feasibility of guidelines to organization management of Guangxi higher vocational colleges in 5 aspects were at highest level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was Supporting Organizational system, it can be concluded that improving the monitoring and evaluation mechanism for organizational goals, tracking the progress of goals, and making timely adjustments. Strengthen information construction, establish efficient information management systems and platforms, and improve the level of informatization in teaching, scientific research, management, and other fields. Improve the framework of rights, establish clear rules, regulations, and policies, establish the

rights and responsibilities of internal organizations, including the scope of power, decision-making procedures, and limitations of rights at all levels of organizations. Strengthen innovation and practice, enhance innovative thinking and practical spirit, create an atmosphere that encourages innovation, support teachers and students to participate in scientific research, projects, and entrepreneurial activities, and promote the innovative development of the college. These guidelines have the highest suitability and a high degree of compatibility with the current management system. The improvement of the target monitoring and evaluation mechanism proposed in the guidelines emphasizes tracking the progress of organizational goals and making timely adjustments, which helps to improve management flexibility and responsiveness, enabling organizations to better respond to changes and challenges. Related to the concept of Xing Hui, Wu Qishu and Wang Weifeng (2019), Strengthen improvement and evaluation, regularly evaluate the effectiveness of organizational culture construction, collect feedback, and continue to improve based on evaluation results to ensure that organizational culture continues to develop in a more positive and healthy direction. Improve rules and regulations, establish standardized rules and regulations, covering administrative management, teaching and research, student management, etc., standardize work processes and behavioral norms. Improve the supervision and evaluation mechanism, supervise and evaluate the implementation of the organizational system, promptly identify problems, and take improvement measures.

Recommendations

Recommendations in implementation

1. Supporting Organizational Goals; As an administrator in higher vocational colleges, should clarify the goal setting process. Establish a clear process for setting goals, including setting goals, determining performance indicators, and assigning responsible individuals. Establish a transparent and highly participatory goal setting mechanism to ensure that employees at all levels can participate in the goal setting process.
2. Optimizing Organizational Structure; As an administrator in higher vocational colleges, should evaluate the existing organizational structure, conduct a comprehensive evaluation of the current organizational structure, including hierarchical relationships, departmental settings, and division of responsibilities. Understand the advantages and disadvantages of the existing structure and provide reference for subsequent improvements.
3. Enhancing Organizational Power; As an administrator in higher vocational colleges, should review the existing power structure. Conduct a comprehensive review and evaluation of the current organizational power structure, including power allocation, decision-making procedures, and scope of authority. Understand the problems and shortcomings of the existing power structure and provide reference for subsequent improvement.
4. Optimizing Organizational Culture; As an administrator in higher vocational colleges, should identify and clarify organizational cultural values: Firstly, identify and clarify the core values and cultural characteristics of the organization, and determine the basic framework and direction of organizational culture. This can be done through methods such as survey questionnaires, employee interviews, and organizational analysis.

5. Supporting Organizational System; As an administrator in higher vocational colleges, should Unify thoughts and gather consciousness. Clarify the positioning and development direction of the college, and form a correct view on the quality of higher education, Establish the awareness of "survival through quality and development through high-quality services", create a good quality culture atmosphere, and stimulate the enthusiasm of all teachers and staff to truly participate in the process of college development and quality construction.

Recommendations for further research

1. Due to this research has shown that organization management of Guangxi higher vocational colleges, the next research should be “Research can focus on the relationship between goal management and talent cultivation in universities, explore the role of goal management in promoting the improvement of students' comprehensive quality and employment competitiveness, and provide guidance and support for talent cultivation in universities.”

2. Due to this research has shown that guidelines to organization management of Guangxi higher vocational colleges , the next research should be about “Strategy for enhance organization management of Guangxi higher vocational colleges.”

3. According to the purpose that this research has provide the guidelines to organization management of Guangxi higher vocational colleges, there should be the next research about “the factor of organization management of Guangxi higher vocational colleges.”

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