



## **Administrative Effectiveness Model of Art Faculty in Private Universities in Dalian City, Under Liaoning Province.**

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### **Abstract**

The objectives of this research were (1) To examine the components of administrative effectiveness for administrators at art faculty in private universities in Dalian city under Liaoning province. (2) To propose administrative effectiveness model for administrators at art faculty in private universities in Dalian city under Liaoning province. The research employs a mixed-method approach, including qualitative interviews with 9 key informants (deans, department heads, and faculty members) and quantitative surveys of 321 respondents from six private universities. Data were collected using 5 points rating scale questionnaires and semi-structured interviews and analyzed through descriptive statistics and confirmatory factor analysis (CFA).

The research result revealed: (1) Administrative effectiveness for administrators at art faculty in private universities in Dalian city under Liaoning province consisted of 9 components: communication and information sharing, decision-making and implementation, policy formulation and implementation, professional development and support, innovation and development support, organizational culture and environment, adaptability and responsiveness, student support services, and resource allocation and management. (2) The propose administrative effectiveness model of the art faculty of private universities in Dalian city under Liaoning province was consistent with the empirical data, with model fit indices such as  $\chi^2=60.816$ ,  $df=35$ ,  $\chi^2/df=1.738$ ,  $GFI=0.964$ ,  $AGFI=0.943$ ,  $NFI=0.969$ ,  $IFI=0.987$ ,  $TLI=0.983$ ,  $CFI=0.987$ ,  $RFI=0.961$ ,  $RMSEA=0.048$ . Art administrative effectiveness level 2 CFA



empirical data:  $\chi^2=588.215$ ,  $df=518$ ,  $\chi^2/df=1.136$ ,  $GFI=0.903$ ,  $AGFI=0.889$ ,  $NFI=0.924$ ,  $IFI=0.990$ ,  $TLI=0.989$ ,  $CFI=0.990$ ,  $RFI=0.918$ ,  $RMSEA=0.021$  The above data can prove the accuracy of the research data.

**Keywords:** Administrative Effectiveness model, Art Faculties, Private Universities, Organizational Culture, Leadership, Resource Management, Dalian

## Introduction

In recent years, private art faculties in Chinese universities have rapidly developed, becoming a crucial force in higher education for cultivating artistic talent. This growth has been driven by the government's relaxation of policies on private education and the increasing demand for art professionals in the cultural and creative industries. However, these institutions face significant challenges, including funding shortages, insufficient policy support, and low administrative efficiency, which have become major obstacles to their sustainable development. Sandez, A. (2023).

At the beginning of China's economic reform, private higher education was almost nonexistent. As market demand for art education grew and public universities struggled to meet this demand, private art faculties emerged. However, due to their heavy reliance on tuition fees and private investments, these institutions face financial difficulties in infrastructure development, faculty recruitment, and curriculum improvement. Additionally, low salaries and limited career development opportunities make it difficult for private universities to retain high-quality faculty, negatively impacting teaching standards and academic reputation. Moreover, private universities struggle to attract students due to lower social recognition, further exacerbating financial pressures and creating a cycle of administrative difficulties. Shuangye, C. & Xiao, L. (2018).

This study focuses on the impact of administrative effectiveness on the sustainable development of private art faculties, analyzing key management factors such as leadership capacity, organizational structure, resource allocation, decision-making mechanisms, and



information communication. Using a mixed-methods approach, combining qualitative interviews and quantitative surveys, this research explores strategies to optimize administrative systems, enhance operational efficiency, improve teaching quality, and increase institutional competitiveness. (Virani, A. (2023;Alkaf., A. & Yusliza, Y. (2021).

The findings of this study will provide practical guidance for administrators in private art faculties in Dalian, helping them refine their management approaches. Additionally, the research offers policy recommendations for the government to develop more effective regulations supporting private higher education. Ultimately, this study aims to contribute to the high-quality development of private art education in China, ensuring its long-term success and alignment with national educational and cultural development goals.

## Research Objectives

- (1) To examine the components of administrative effectiveness for administrators at art faculty in private universities in Dalian city under Liaoning province.
- (2) To propose administrative effectiveness model for administrators at art faculty in private universities in Dalian city under Liaoning province.

## Research Methodology

The research process consisted of two phase: (1) Determining the variables of administrative effectiveness administrators at art faculty in private universities in Dalian city under Liaoning province; (2) Studying the components and indicators of administrative effectiveness administrators at art faculty in private universities in Dalian city under Liaoning province. From the perspective of research objectives, the main findings were as follows:

The first part adopted a qualitative research method. Through literature review and expert interviews, the researcher obtained relevant data about the variables of administrative effectiveness administrators at art faculty in private universities in Dalian city under Liaoning province. The data shows that there were a total of 104 variables, and through IOC and try out testing, 85 variables were ultimately obtained. The researcher then grouped these 85 variables



into 9 categories and ultimately identified 9 components and 85 indicators. By literature review and conducting expert interviews, the researcher named the 9 components, which are as follow: (1) Communication Effectiveness, (2) Decision-Making and Execution Effectiveness, (3) Adaptability and Responsiveness Effectiveness, (4) Organizational and Culture Effectiveness, (5) Policy Implementation Effectiveness, (6) Resource Management Effectiveness, (7) Professional Development Effectiveness, (8) Student Services Effectiveness, (9) Innovation and Development Effectiveness. Interviewed 9 key informants, including the dean, vice dean, department heads and project managers from the universities and art organizations, they all have at least 10 years of work experience in universities or organizations. The study was conducted using purposive sampling and semi structured interviews. Data collection was conducted by researchers. And conducted content analysis on the collected data.

The researcher used the variables from the first stage to create a questionnaire and collected data from the sample to test the components and indicators of the administrative effectiveness model of art faculty in private universities in Dalian city under Liaoning province.

The population data used in this research stage comes from 6 private universities in Dalian city under Liaoning province. Researcher calculated a sample size of 321 using Krejcie and Morgan's Table within the population range of 2018. the sample adopted stratified random sampling in the distributed sample.

## Research Results

Administrative effectiveness model of art faculty in private universities in Dalian city under Liaoning province was summarized through literature review and semi-structured interviews. Based on the principle that consensus can be reached through majority opinions, experts and scholars jointly proposed 104 variables. For the effectiveness evaluation of 104 variables, researchers sought testing of Project Objective Consistency (IOC) from five experts in related fields, who resolved these issues with a consistent overall opinion. Through the IOC test, a total of 85 items in the final questionnaire were eventually retained. The result of data analysis for studying the components and indicators of administrative effectiveness

administrators at art faculty in private universities in Dalian city under Liaoning province for research objective 2. This research was conducted using confirmatory factor analysis, the model proposed in this study consisted of 9 components and 85 indicators. Confirmatory factor analysis was used to test the adaptability of the proposed theoretical factor structure. It was a statistical method used to evaluate whether the relationship between observed variables and potential factors envisioned by the researcher was consistent. Especially in the field of measurement and structural equation modeling, it was often used to test the degree of fit between data and models.

The researcher used the AMOS program for data analysis, and the indicator analysis of each component was shown in the following Figure1-9:

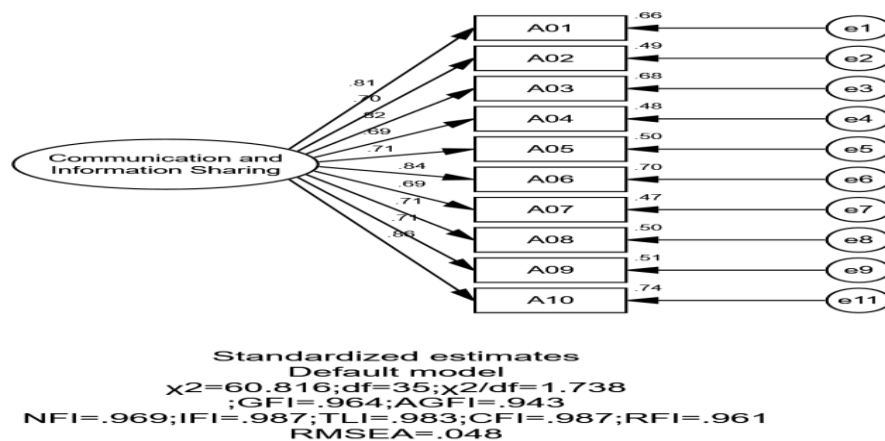


Figure 1 the indicator analysis

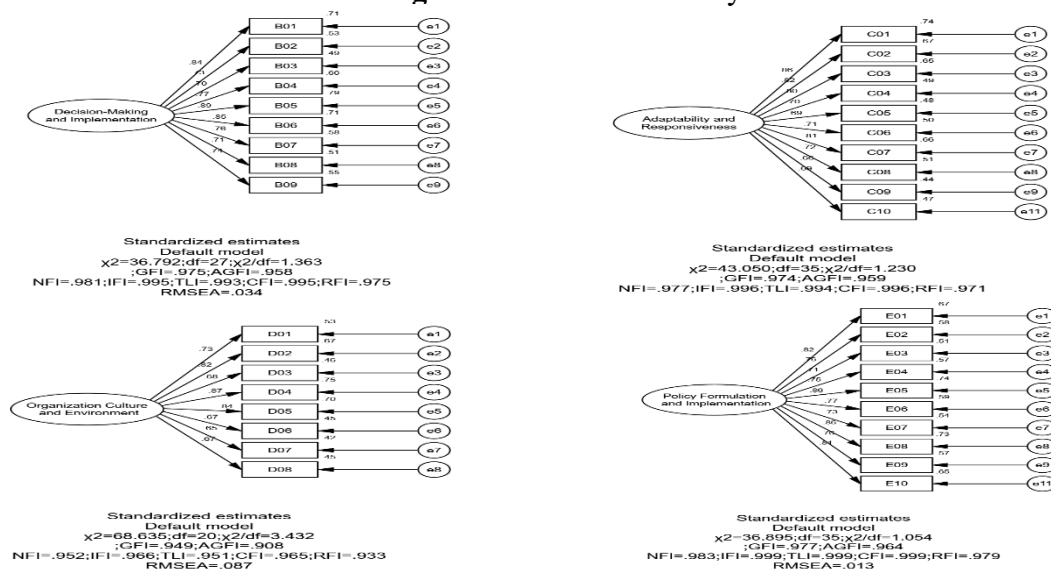
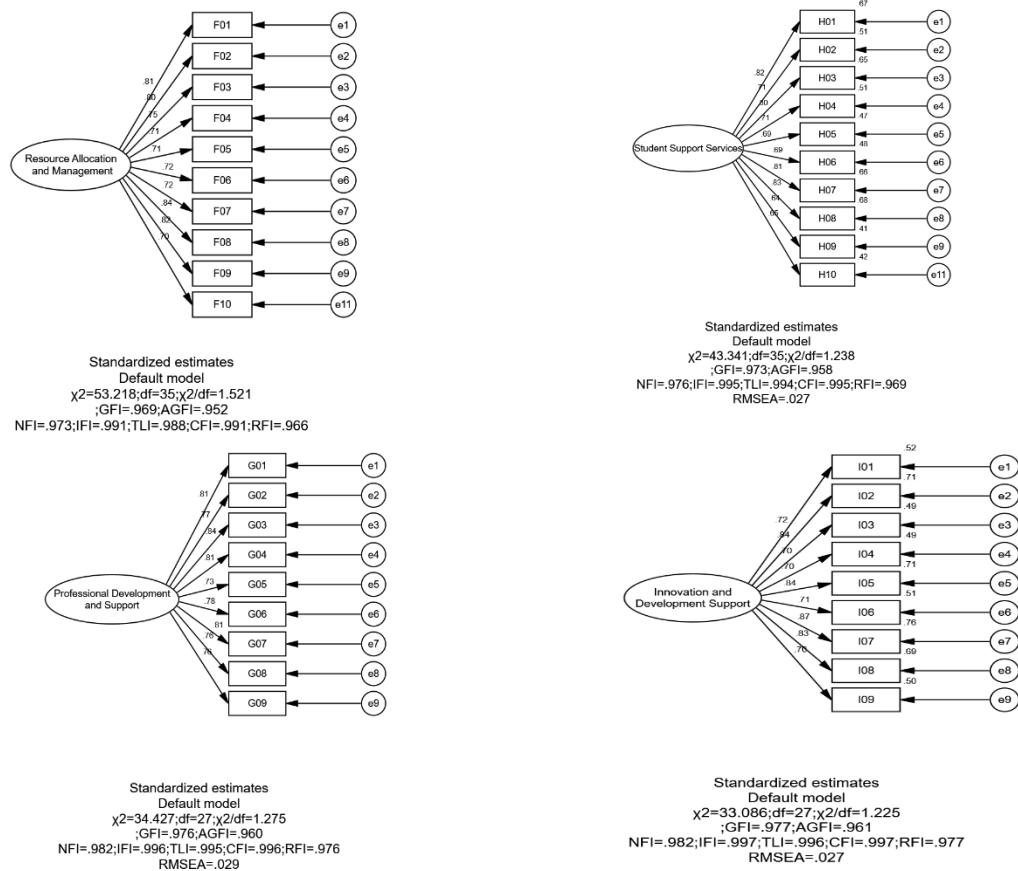
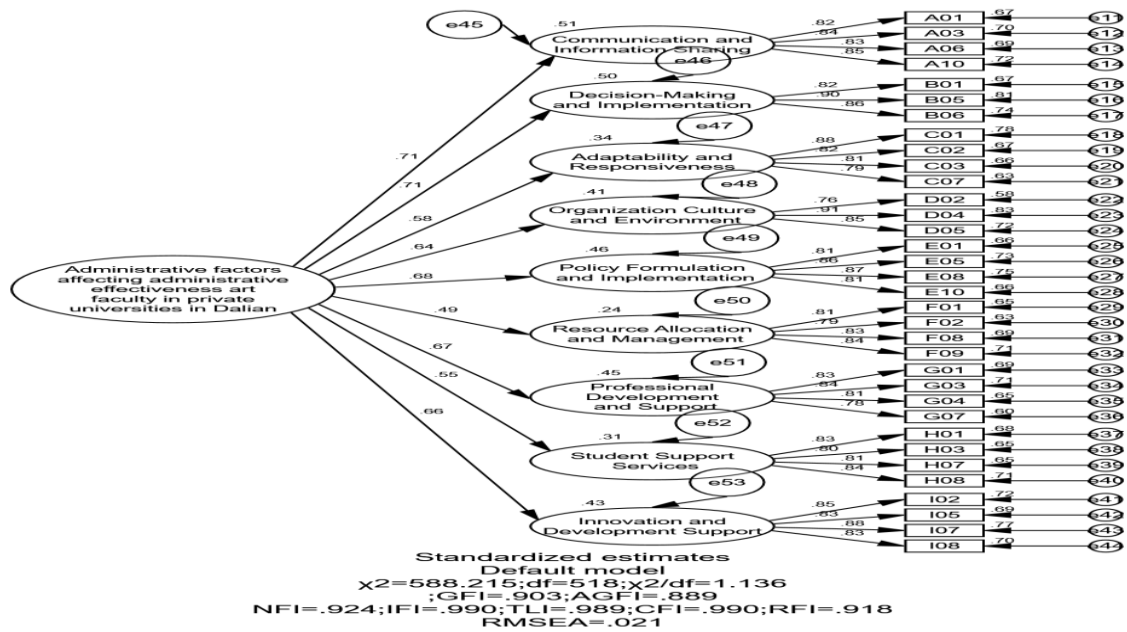


Figure 2 the indicator analysis



**Figure 3** the indicator analysis

After determining the required indicators for each components, perform second-order CFA validation. Through testing, it has been shown that the above 34 indicators are suitable for factor analysis. By using the maximum variance method for orthogonal rotation, the 34 question options could be classified into 9 type of factors. Each measurement item had a load higher than 0.5, and there was no situation where the double factor load was high. And measurement item in each dimension were aggregated according to the theoretical distribution, indicating that the above 34 indicators had good validity. Secondly, the researchers conducted a secondary confirmatory factor analysis on the analysis results using AMOS software and established a collaborative model for art education.



**Figure 4** Art administrative effectiveness level 2 CFA

According to the overall confirmatory factor analysis and the results of the second-order model output in the table above, it could be seen that the standardized factor loading of each measurement item in the questionnaire were all greater than 0.5, which met the standard, and the standard error values of each item were also less than the standard range of 0.5, indicating that each measurement item could explain their study. Calculate the Combination Reliability (CR) and Average Variance Extraction (AVE) values by standardizing the factor load values. The Figure 10 showed the results of second-order CFA using the AMOS statistical software program. Based on the analysis results, it could be concluded that there were 9 components of the administrative effectiveness model of art faculty in private universities in Dalian city under Liaoning province. Based on the equal weight of the components studied in this second-order CFA.

## Discussion and Recommendation

### Discussion about major findings of objective 1

Administrative effectiveness model of art faculty in private universities in Dalian under Liaoning province had a total of 9 components and 85 indicators, there were 9 components



including the (1) The communication effectiveness. (2) The decision-making and execution effectiveness. (3) The adaptability and responsiveness effectiveness. (4) The organization and culture effectiveness. (5) The policy implementation effectiveness. (6) The resource management effectiveness. (7) The professional development effectiveness. (8) The student services effectiveness. (9) The Innovation and development effectiveness. The findings were revealed as such because:

The first component was the communication effectiveness. Effective communication is the cornerstone of administrative effectiveness. In the management of art faculty in private universities in Dalian, communication and information sharing are not only fundamental tools for information dissemination but also essential for connecting departments, coordinating resources, and solving problems. Same way Bourgeois & Eisenhardt, (1988). Research shows that transparent, timely, and inclusive communication practices significantly enhance the efficiency of information sharing, providing strong support for administrative management.

The second component was the decision-making and execution effectiveness. That are critical functions of administrative management, directly impacting the administrative effectiveness model of art faculty in private universities in Dalian. Data-driven decision-making provides an objective foundation for crafting sound policies, such as optimizing processes through student feedback and resource utilization data. Clear accountability mechanisms ensure transparent task allocation, preventing execution inefficiencies and confusion. Risk assessment processes play a vital role in identifying potential challenges and reducing uncertainties in decision outcomes.

The third component was policy implementation effectiveness. Effective policy implementation is crucial for enhancing administrative efficiency in Dalian's private art faculties. Clear and adaptable policies reduce ambiguity and ensure alignment with institutional goals and government regulations.

The fourth component was professional development effectiveness. Professional development is a key driver of administrative effectiveness model in private art faculties. This study highlights the importance of continuous training, clear career pathways, and performance evaluation mechanisms in enhancing faculty capacity and institutional growth. Structured



professional development programs not only improve individual skills but also foster a culture of innovation and excellence within the organization.

The fifth component was innovation and development effectiveness. Innovation and development are critical to advancing administrative effectiveness model in private art faculties. This study highlights the role of integrating new technologies, encouraging creative problem-solving, and fostering research initiatives to maintain competitiveness and adaptability.

The seventh component was adaptability and responsiveness effectiveness. Adaptability and responsiveness are essential for maintaining administrative efficiency in private art faculties. This study underscores the importance of flexible processes, proactive risk management, and swift responses to external changes, such as shifts in technology, policies, or societal expectations.

The eighth component was student service effectiveness. Student services are central to achieving administrative effectiveness in private art faculties. This study highlights the significance of personalized support, efficient feedback mechanisms, and active student participation in decision-making.

The ninth component was resource management effectiveness. Effective resource management is a cornerstone of administrative success in private art faculties. This study emphasizes the importance of transparent allocation, strategic utilization, and optimization of human, financial, and infrastructural resources. Equitable distribution ensures that all departments have the means to achieve their objectives, while alignment with institutional priorities maximizes impact. Transparency in resource management fosters trust and accountability, enabling better collaboration across teams. Efficient resource use reduces waste and improves operational efficiency, supporting both academic and administrative goals.

### **Discussion about major findings of objective 2**

According to the data analysis of the administration effectiveness model of art faculty in private universities in Dalian city under Liaoning province. It could be seen that the reason for this results was:

The research findings of this study align with the perspectives presented by scholars



such as Zhang Wei (2016) and Li Xiaohong (2018), who emphasized the importance of fostering strong collaboration between art faculties and administrative bodies in private universities. Zhang Wei (2016) argued that the development of administrative effectiveness in art faculties requires a harmonious integration of academic management and institutional governance, which can be achieved through shared leadership and decision-making processes. This perspective is supported by the findings of this study, which underscore the importance of communication and information sharing between departments and leadership teams, enabling more coordinated and efficient administrative practices.

However, the research also highlights some differences with the views presented by Chen Yujie (2017), who suggested that a stronger focus on curriculum integration and teacher-student relations should be central to improving administrative effectiveness. The study's results indicated that while curriculum integration was mentioned as part of the collaborative framework, it was not a primary focus in the cooperation between art faculties and their respective administrative departments. The study found that communication mechanisms, resource allocation, and professional development were given higher priority. Therefore, the study chose to exclude curriculum integration as a major component in the cooperation model, as it was not deemed a central factor in enhancing administrative effectiveness within the specific context of Dalian's private art faculties.

## **Recommendation for policies formulation**

The following suggestions need to be considered when formulation policies for administrative effectiveness model of art faculty in private universities in Dalian city under Liaoning province: 1. Clarify administrative goals and responsibilities; 2. Strengthen communication channels and information sharing; 3. Establish a strong decision-making and implementation framework; 4. Enhance professional development and training; 5. Promote innovation and support for research; 6. Provide comprehensive resource allocation and management; 7. Focus on student support services and inclusion.



### **Recommendation for practical application**

These practical recommendations provide a comprehensive approach to improving administrative effectiveness in the art faculty of private universities in Dalian city under Liaoning province. By enhancing communication, decision-making, resource management, and student support, the institution can create a more efficient and adaptable administrative framework. These efforts will support the long-term success and sustainable development of the art faculty.

### **Recommendation for further research**

Exploring the impact of leadership on administrative effectiveness. A key area that requires further investigation is the role of leadership within art faculties. While this study touched on factors like decision-making and execution, a more detailed analysis of leadership styles and their impact on administrative effectiveness is needed. Future research could examine how different leadership approaches, such as transformational or transactional leadership, affect faculty motivation, student outcomes, and overall institutional performance. This would provide a better understanding of how leadership strategies align with administrative goals and contribute to a supportive and efficient working environment.

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