



## HUMAN RESOURCE MANAGEMENT IN CHINA: PAST, PRESENT AND FUTURE

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### ABSTRACT

As competition in the education industry intensifies and the knowledge economy evolves, the significance of Human Resource Management (HRM) in university institutions. This study aims to explore how HRM affects the sustainable development and competitiveness improvement of universities. This article begins with a theoretical analysis to define the concept of HRM and its particular relevance within university education. The subsequent analysis examines the multi-dimensional framework of university development, encompassing its connotation, goals, and key influencing factors. The article further elaborates on the positive effects of HRM on university teaching quality, scientific research capabilities, organizational culture, and social services. On this basis, the main challenges currently faced by university HRM are discussed, such as talent mobility, institutional constraints, resource limitations, and internationalization pressure. Finally, optimization strategies are proposed, including building a scientific human resources system, enhancing talent training and development, fostering diversity among teaching staff, and improving decision-making efficiency and transparency. The conclusions of this study aim to provide strategic insights for university education managers to better utilize human resource advantages and promote the comprehensive and sustainable development of universities.

**Keywords:** Human Resources Management ; University Education ; Competitiveness ; Talent; Development

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## INTRODUCTION

### Research background and meaning

In the context of globalization and the knowledge economy era, universities serve as crucial sources of knowledge and innovation, directly influencing a country's educational quality and international competitiveness. As a critical branch of management, Human Resources Management (HRM) plays a pivotal role in enhancing organizational performance and competitiveness. Effective HRM in university education not only aids in attracting and retaining exceptional teaching and research talents but also fosters academic innovation and knowledge dissemination, thus influencing overall university development. As a result, a thorough examination of the impact of HRM on university development has important theoretical value and practical significance.

### Research purposes and questions

The main purpose of this study is to analyze the role of HRM in university development and clarify its impact on teaching quality, scientific research capabilities, organizational culture construction, and social services. The research aims to address the following questions:

- (1) What are the unique characteristics and functions of HRM in university education?
- (2) How does HRM influence the quality of teaching and scientific research in universities?
- (3) In what ways does HRM shape the organizational culture of universities and impact social services?
- (4) What are the current challenges in university HRM, and what strategies can address them?

## Overview of HRM

### Definition of HRM

HRM refers to the process of conducting a series of activities within an organization, including human resource planning, training, evaluation, motivation, and maintenance. It aims to improve employee performance and promote the achievement of organizational goals. Within the realm of university education, HRM pertains to the effective management of faculty and staff, encompassing activities such as recruitment, career development, performance evaluation, salary management, and labor relations.

### The development history of HRM

The concept of HRM originated from the early 20th-century scientific management movement, progressing through stages such as the interpersonal movement and system theory, before evolving into strategic HRM.

In the realm of university education, HRM has gradually shifted from traditional administrative functions to a more strategic and professional role, driven by trends such as education marketization and internationalization. This shift emphasizes the central role of human resources in achieving the university's strategic goals

### Theoretical framework of HRM

The theoretical framework of human resource management mainly includes human capital theory, behavioral science theory, and system management theory. According to human capital theory, investments can be made to improve important assets, mainly including human knowledge and skills. Behavioral science theory mainly focuses on people's attitudes and satisfaction and pays attention to the influence of incentives. System management theory regards the university as an organic part of the organizational system, and each part is closely related to each other

### **Characteristics of HRM**

HRM in the context of university education has some unique characteristics. University faculty enjoy a high degree of autonomy and professionalism due to the tradition of academic freedom. Moreover, the responsibilities of university professors extend well beyond pedagogy to include social services and scientific research, which presents greater obstacles for HRM. Furthermore, the organizational structure and cultural legacy of universities significantly influence HRM strategies and practices. In addition, the trend of internationalization requires university HRM to not only focus on the cultivation and utilization of local talents but also consider the attraction and integration of global talents.

### **The connotation and goals of university development**

#### **The connotation of university development**

University growth encompasses various facets, including proactive responsiveness to societal needs, significant enhancement of scientific research capabilities, continuous optimization of organizational structure and culture, and ongoing improvement of educational quality. These processes reflect universities comprehensive development and pursuit of excellence across various disciplines. University development encompasses not only physical expansion and improvement but also innovation in educational concepts, instructional model reform, advancement of scholarly research, and fostering global collaboration and exchanges. Universities are also developing as a result of ongoing internal management mechanism optimization. This involves making sure that different management tasks, including HRM, are carried out effectively and systematically, which supports the coordinated growth of the university as a whole

### **Goals of university development**

University development goals are diverse and hierarchical. The primary goal of university development is to improve the quality of teaching which involves cultivating student's critical thinking, innovative abilities, and lifelong learning skills. Secondly, enhancing scientific research capabilities is also one of the key goals of university development, which not only requires universities to produce high-level scientific research results but also requires them to play a role in technological transformation and industry-university-research cooperation.

Thirdly, building a positive organizational culture and a good academic atmosphere are also important goals for university development, which help attract and retain talents and promote academic exchanges and knowledge sharing. Finally, universities also need to achieve the goal of interacting with society and serving society through social service activities, such as community participation and lifelong education projects

#### **Key factors affecting university development**

There are many key factors affecting the development of universities, which can be analyzed from both internal and external levels. Internal factors mainly comprise leadership, management strategies, teaching staff, student quality, financial resources, and infrastructure. Among these factors, HRM, as an internal management strategy, plays a decisive role in the recruitment and development of teaching staff. External factors include policy environment, market demand, technological progress, and social culture. Among these external factors, policy environment and market demand directly affect the development direction and focus of the university, while scientific and technological progress has a profound impact on the teaching content and scientific research activities of the university. Social and cultural factors indirectly

affect the development positioning and strategic choices of universities by shaping public expectations and evaluations of education.

### **The impact of HRM on university development**

#### **The impact of HRM on teaching quality**

HRM plays a central role in enhancing teaching quality. By implementing carefully designed recruitment processes, universities can attract faculty with strong teaching abilities and research potential. Additionally, continuous professional development and training programs ensure that teachers master the latest teaching methods and technologies, thereby enhancing students' learning experiences and outcomes. In addition, effective performance evaluation and incentive mechanisms can encourage teachers to pursue teaching excellence and continuously improve course content and teaching methods.

#### **The impact of HRM on scientific research capabilities**

Scientific research capability is one of the key indicators to measure the competitiveness of universities. HRM can stimulate enthusiasm for scientific research and innovation among teachers and researchers by implementing a reasonable scientific research evaluation system and incentive mechanism. Moreover, by supporting interdisciplinary collaboration and international academic exchanges, HRM helps foster an open and collaborative research environment. Such an environment is critical for the success of major scientific research projects and the dissemination of research results.

#### **The impact of HRM on organizational culture**

Organizational culture embodies the university spirit and influences all aspects of the institution, including teaching, scientific research, and social services. HRM can help shape a positive organizational

culture by establishing clear values and codes of conduct. For example, by emphasizing teamwork, academic integrity, and innovation, HRM can promote a supportive and inclusive work environment, which is important for attracting and retaining talent, as well as promoting knowledge sharing and academic development.

#### **The impact of HRM on social services**

The social service function of a university refers to its contributions to and involvement in society beyond teaching and scientific research. HRM can enhance the social impact of the university by encouraging and supporting faculty to participate in community service, public lectures, and consulting activities. Moreover, through cooperation with businesses and non-profit organizations, HRM helps transform the university's research results into social and economic benefits, thereby enhancing the university's social service capabilities and social responsibility.

### **Current challenges and countermeasures faced by university HRM**

#### **Challenges of talent mobility**

One major challenge currently facing university HRM is talent mobility, particularly the departure of outstanding teachers and researchers. This flow may be between different institutions within a country or across national borders. There are various reasons for talent mobility, including better career development opportunities, higher salary packages, a better working environment, etc. Universities are challenged by this mobility because it may result in a decline in the caliber of instruction, interruptions to research initiatives, and a loss of expertise.

#### **Challenges of institutional constraints**

HRM at universities is significantly influenced by institutional constraints, such as labor laws, national

education programs, and internal university policies. Many systems prevent managers from leveraging their strengths and restrict the development of universities. Low wages cannot attract good talents to schools. Some policies restrict the school's funding and cannot improve the school's working environment and laboratory equipment, making it difficult to make breakthroughs in scientific research. The simultaneous recruitment system is not very transparent and fair.

#### **Challenges of resource constraints**

The university's income is relatively limited, primarily derived from tuition fees and government financial support for teaching and scientific research. Other income mainly comes from teachers applying for scientific research projects. Due to the different levels of teachers scientific research abilities, only a small number of teachers can obtain support from scientific research projects, which greatly limits the competitiveness of the school's scientific research level.

#### **International challenges**

For a university to develop and compete internationally, it must attract international talent. To attract international talent, universities need to have strong advantages in all aspects. Universities need to have relatively high incomes to impress international talents, have a good working environment to attract them, and have scientific research laboratories and instruments and equipment that can satisfy international talents so that they can develop their scientific research expertise.

#### **Coping strategies and suggestions**

In response to these challenges, universities can implement strategies to manage human resources effectively. Universities can enhance wages and welfare benefits to attract talent, along with providing satisfactory housing and medical policies. Universities should be more transparent and fair in the recruitment

process and can appropriately incorporate some supervision mechanisms. Universities should also strengthen communication with the government and request for financial support. Universities can provide better working environments and scientific research laboratory equipment to retain talent. Additionally, it is crucial to strengthen cooperation with international universities and talents, attract international expertise, enhance teaching and

### **CONCLUSION**

HRM is of utmost importance. This study explores the impact of HRM on university development. The results indicate that HRM plays a significant role in improving teaching quality, enhancing scientific research capabilities, shaping a positive organizational culture, and improving social service levels. By enhancing the level of HRM, universities can attract and retain talent, improve educational standards, and better serve society.

However, HRM still faces numerous challenges in practice, including talent mobility, institutional constraints, resource constraints, and internationalization challenges scientific research standards, and improve the competitiveness of universities.

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