

# THE EXECUTIVE ROLE OF PERSONEL MORALE BUILDING NANCHANG VOCATIONAL UNINERSITY PEOPLE'S REPUBLIC OF CHINA

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## ABSTRACT

The objectives of this study were to 1) study the role of administrators in building the morale of support personnel Nanchang Vocational University People's Republic of China 2) study the guidelines for developing the role of administrators in building the morale of support personnel in Nanchang Vocational University People's Republic of China. The sample group used in the research included administrative staff of Nanchang Vocational University People's Republic of China, 175 people, by determining the size of the sample according to the table of Krejcie and Morgan Sampling by grade level. The target group for interviews, 8 people, was obtained through purposive selection. The research tools included questionnaires and interviews. Statistics used in data analysis included mean and standard deviation. The interviews was conducted by using content analysis. The result indicated that he incentive model of administrative personnel in colleges and universities is relatively simple and lacks the comprehensiveness and innovation of the incentive model. Colleges and universities should develop a diversified incentive mechanism, including material and non-material rewards, such as providing better training and development opportunities, providing a good working environment and interpersonal relationship, and providing positive supervision and support from superiors. Building a perfect incentive system can improve the efficiency of administrative staff, improve the backward situation of traditional work mode, so as to motivate and retain administrative staff. In addition, universities should strengthen the evaluation and adjustment of the incentive mechanism to ensure the effectiveness and sustainability of the incentive mechanism.

**Keywords:** Private Colleges and Universities, Administrative Staff, Excitation

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## INTRODUCTION

Relevant provisions of China's "National Medium and Long-term Education Reform and Development Plan": Put education in a strategic position of priority development, provide a new definition of the role and status of private education in our country, clearly propose to vigorously support private education, and emphasize that "private education It is an important growth point for the development of education and an important force in promoting educational reform (Que Mingkun 2021: 18-27). The "Outline of China's Education Reform and Development" also mentioned that attention needs to be paid to improving the quality of education and teaching, the level of scientific research and management levels in colleges and universities, and further improving the efficiency of running schools. Optimizing and improving the incentive mechanism for university administrative personnel and promoting the reform process with innovative thinking is a topic that requires serious research (Pan Cheng, 2019: 101-102)

Administrative staff who are engaged in front-line administrative affairs of private universities often have to give way to other groups in the university to deal with work pressure, salary and benefits, training and promotion, career development and other issues in the university's overall planning, and suffer from burnout and negative attitudes. Coping and other phenomena occur from time to time. Problems in the incentive mechanism for administrative personnel in private universities not only affect the daily operations of universities, but also hinder the sustainable development of universities. Therefore, research on incentives for administrative personnel in private universities is urgent and urgent.

Xu Jianping (2016: 91) argues that an effective incentive mechanism serves three key functions: 1) Attracting talent. Incentives are the most potent means of attracting talent; 2) Motivating talent. Clearly defined motivational goals can provide lasting motivation for talent and sustain their drive; 3) Retaining talent. The incentive mechanism not only ignites employee enthusiasm but also increases the cost of job-hopping for talent, exerting a certain inhibitory effect on talent turnover. Bai Haining and Li Zhe (2019: 50-52) contends that motivation can fully mobilize the enthusiasm and initiative of relevant staff, stimulate the morale of key personnel to more completely fulfill their job responsibilities and truly realize their own value through establishing a shared destiny community between administrative staff and the university to achieve mutual development. Ni Yanru (2019: 91-93) believes that incentives can create a conducive working atmosphere, enhance staff loyalty, improve enterprise human resource management capabilities, unleash the potential of all employees to dedicate themselves to work, and promote enterprise development.

(Zeng Liping, 2019: 71-75) Studies have found that factors such as salary, environment, promotion relationships with co-workers and relationships with students directly affects the job satisfaction of personnel.

(Liang Heng, 2019: 47-49) Studies have found that with the continuous development of college reform, the university giving importance to administrative work is considered important. Building a morale system is one of the contents of administrative reform. Creating a perfect incentive system can improve the performance of administrative staff. Development from the original working model to stimulate the enthusiasm of personnel in their work.

(Li Qingyuan, 2018:138-139) The study found that the morale of educational personnel in universities plays a positive role. It is necessary to learn about the morale system and career planning schedule. Scientific and effective performance evaluation standards of the salary system is considered an important factor to achieve the objectives of the incentive system.

The research objectives are to 1) study the role of administrators in creating morale of support personnel Nanchang Vocational University People's Republic of China 2) study guidelines for developing the executive role in building the morale of support personnel in Nanchang Vocational University People's Republic of China.

## LITERATURE REVIEWS

### Salary aspect

(Chen Yubao et al., 2023) (Including attitude, behavior and job performance, etc.) Various compensation results will be in the form of cash or transfer such as salary, bonus, commission, insurance, benefits that the organization issues to its personnel.

(Ma Xianweng et al., 2023: 133-136) The meaning of salary refers to compensation in salary to personnel. The university will provide remuneration to personnel in the form of money or in kind according to their work.

(Sun Li, 2023: 152-154) The importance of salary. Salary is not only the reward that employees should receive for their labor, but also a direct reflection of the value of employees, reflecting their sense of belonging to the company. The higher the employees' expectations for salary, the higher their work enthusiasm will be and the more motivated they will be to complete work tasks.

(Chen Yanni, 2023: 64-66) Salary is the wage income of personnel. It is considered to be a further demonstration of the value of personnel. Scientific salary management methods and reasonable salaries can make employees realize the value of their work, meet their spiritual needs, and greatly improve their work enthusiasm.

(Yang Yi, 2023: 166-169) Effective salary management in universities can attract teaching talents to join teaching jobs in universities. The perfection of various salary systems can stimulate teachers' work enthusiasm at a basic level and greater participation in teaching; improving the quality of teaching and promoting the rapid development of private universities. In conclusion, compensation is a part of the educational organization of personnel. As a result, employees can see the value of their work. To basically meet the spiritual needs and stimulate the work enthusiasm of employees, thereby promoting the rapid development of the enterprise.

### Career development

(Yu Yulan, 2021: 69-71) The meaning of vocational development refers to the management of educational and social resources in an individual's professional field in order to comprehensively display abilities in the process of achieving their career goals and career level.

(Chen Tianyu, 2021: 77-80) The meaning of vocational development refers to professional knowledge, professional abilities, process for developing career success and promotion at Including expectations and influences of the environment such as social and educational aspects. Desire for self-improvement, etc.

(Wang L i cheng & Wang Xiao cheng, 2021: 66-67) Career development of personnel is not only an important educational basis for formulating strategic development plans, but also an important way to achieve its development strategy. Only by improving strategic planning based on employee career development can the company gain sustainable development.

(Chen Ruting, 2022: 74-76) Personnel's career development represents the importance of personal and professional development. Organizations that cannot meet the needs of their employees are at risk of brain drain. Effective career development planning and management can effectively mobilize the creativity and enthusiasm of personnel and improve the comprehensive competitiveness of enterprises.

In summary, career development is extremely important and valuable to individuals and organizations. Individuals can develop their abilities and status in the field of professional development. They will be able to develop better professional skills which will affect their returns. The education sector should focus on career development. To promote the enthusiasm and creativity of personnel by giving importance to career development and comprehensive talent development.

### Achieving goals

(Spence & Helmreich. 1983: 31) The meaning of goal achievement refers to behavior and approaches to success in work. Measurement and evaluation work performance according to both internal and external criteria of educational administration.

Editorial office Institute of Social Sciences, Chinese Academy of Social Sciences (Dictionary Editing Office, Institute of Phonetics, Chinese Academy of Social Sciences, 2005:172) The meaning of achieving goals means career development towards success.

(Deng Rui, 2016: 91-97) The importance of achieving educational goals is the professional success of teachers. This is considered an important prerequisite for working in the field of education. That is a solid foundation for professional success and a driving force in the development of the teaching profession.

(Jin Jun, 2022: 10-12) The importance of achieving goals with success as an important element that affects the personal working status of personnel and their continuous development. It is a key driver of organizational relationships and development. Setting goals by giving guidance will help personnel have goals and expectations for success and happy working.

(Qi Qingdi, 2023: 12-17) Teachers' sense of teaching achievement can encourage teachers to actively engage in teaching and improve their enthusiasm and sense of gain for teaching.

In summary, the importance of achieving your goals is seeing the values that are important to individuals and organizations. Promoting morale at work and self-satisfaction by setting goals for success in order to develop their abilities for the better. The education sector can boost motivation and creativity by promoting a path to success for increasing efficiency and development.

### **Environmental aspect**

(Zhu Zhixian. 1989: 272) Perspective for a person, environment refers to the overall picture of the surrounding body and physical and mental factors. In the educational perspective, the environment is teaching and learning, which emphasis on creativity and purpose of the environment. That is, the educational environment is created for the development of learning.

(Jin Binghua, 2001: 556) Environment refers to the surroundings related to objects and humans that have an impact.

(Cai Huan, 2022: 1) Environment refers to things outside or the external conditions surrounding us. Some environments are something that people can experience through their sense organs. Some environments cause humans to think logically in order to truly feel, such as the environment, social patterns, etc.

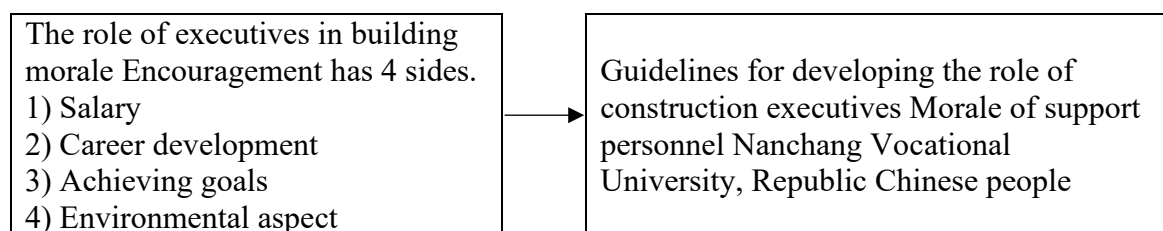
(Zhang Yan et al., 2015: 64-84) The working environment is one of the important indicators of work. Not only does it affect work efficiency only, but it also affects personal feelings, such as satisfaction, happiness at work, etc.

(Zhang Yan, 2016: 48-79) The environment is a structural factor in the behavior of personnel that plays an important role for quality guarantee. The environment will have an effect to make the personnel happy in work and emotional satisfaction and creating a necessary space for personal development.

(Zhuang Jiazhi, 2018: 74-91) From the results of many studies, it was found that the work environment affects job satisfaction. A positive work environment can increase workers' job satisfaction, while, a negative work environment reduces employee job satisfaction.

In summary, the work environment has a significant impact on personnel performance in terms of satisfaction, development, and psychology to improve personnel performance and well-being. The education sector should adjust the work environment accordingly; manage materials, equipment, interpersonal relationships and opportunities for development.

From the literature review, the conceptual framework can be drawn as shown in Figure 1.



**Figure 1** Conceptual Framework

## HOW TO CONDUCT RESEARCH

This research is a mixed methods research (Mixed Methods Research). The researcher conducted the research which is divided into 2 stages as follows:

- 1) Studying the role of administrators in building the morale of support personnel in Nanchang Vocational University People's Republic of China. Population and sample used in this research were support personnel of Nanchang Vocational University People's Republic of China. The sample number, 175 people, was got by stratified random sampling. The instrument used to collect data were questionnaire. The questionnaire used in the research was a 5-level Likert Scale with the reliability value of 0.97, which considers the questionnaire to be reliable (Songsak Phusi-on, 2018: 71). Statistics used in data analysis included mean and standard deviation.
- 2) Studying guidelines for developing the role of administrators in building the morale of support personnel in Nanchang Vocational University People's Republic of China. There were 8 people in target group of the interview, which was obtained through purposive sampling. The instrument was semi-structured interview. By specifying content issues in each aspect to create a framework for interview questions, guidelines for the role of administrators in building the morale of support personnel Nanchang Vocational University People's Republic of China. The semi-structured interview created from the use of questions that were from the 3 lowest mean scores in 4 aspects from the questionnaire. Content analysis was used in statistical analysis.

## RESEARCH RESULTS

### The Results of Data Analysis Found That

- 1) Opinion of support personnel regarding the role of management in building morale of support personnel Nanchang Vocational University People's Republic of China Overall it is at a high level. ( $\bar{x} = 3.78$ ,  $SD = 0.59$ ) When considering each aspect, it was found to be at a high level in every aspect. By the environment has the highest average value ( $\bar{x} = 3.94$ ,  $SD = 0.65$ ) and achieving goals ( $\bar{x} = 3.90$ ,  $SD = 0.68$ ) and career development ( $\bar{x} = 3.72$ ,  $SD = 0.62$ ) respectively, regarding salary has the lowest average ( $\bar{x} = 3.59$ ,  $SD = 0.63$ ). As shown in Table 1

**Table 1** Mean and standard deviation based on opinions of support personnel regarding role conditions of executives in building the morale of support personnel Nanchang Vocational University People's Republic of China Overall and each aspect

The role of administrators in building the morale of support personnel.	Opinion level			
	$\bar{x}$	SD	meaning	rating
1) Salary	3.59	0.63	a lot	4
2) Career development	3.72	0.62	a lot	3
3) Achieving goals	3.90	0.68	a lot	2
4) Environmental aspect	3.94	0.65	a lot	1
<b>total average</b>	<b>3.78</b>	<b>0.59</b>	<b>a lot</b>	

2) Guidelines for developing the role of administrators in building the morale of support personnel at Nanchang Vocational University People's Republic of China. The results can be summarized as follows.

2.1) In terms of salary, universities should set clear standards. Make sure that the welfare program of the university has been designed to meet the needs and expectations of Support personnel

Moreover, it is also necessary to set clear standards and conditions in order to ensure fairness and justice in the project. University welfare should be regularly assessed and adjusted. Make improvements according to the actual situation and suggestions. Ensure that welfare programs can continue to play an incentive role.

2.2) In terms of career development, the university can provide professional career development guidance services. Help faculty and staff Develop a personal career development plan, set goals, and choose a direction. Development appropriate to personnel

2.3) In terms of achieving goals, the university can encourage personnel to learn and develop themselves. Help personnel continually develop their professional skills and knowledge and provide a variety of career development opportunities. For faculty and staff, helping personnel increase their work experience and knowledge. Improve professional abilities.

2.4) Environmental aspect: The university should provide a comfortable, safe and healthy working environment for faculty and staff to work comfortably. Create an effective communication mechanism. It also increases trust and cooperation between each other. Creating a positive attitude and a harmonious work atmosphere and friendliness to make faculty and staff feel a sense of ownership and identity, and encourages personnel to be more involved in their work.

## **DISCUSSION & CONCLUSION**

The role of management in building the morale of support personnel Nanchang Vocational University People's Republic of China. The results can be discussed as follows.

1) Opinions of support personnel regarding the role of administrators in building morale of support personnel Nanchang Vocational University People's Republic of China as a whole and in every aspect at a high level. This is because the school continues to improve its salary system. Improving the working and living environment of faculty and staff and helping teachers and staff plan their careers plays an important role in stimulating teachers' enthusiasm for their work. This corresponds to factors such as salary and salary environment. Relationships in the area are fostered with colleagues and relationships with students. This undoubtedly affects the job satisfaction of college teachers.

2) Guidelines for developing the role of administrators in building the morale of support personnel at Nanchang Vocational University. People's Republic of China The results can be discussed as follows.

2.1) Salary Study results show that, the university's feedback mechanism is incomplete. Universities should create a feedback system and a representative team of teachers and staff. Distributing questionnaires to survey satisfaction with basic salary. Allowances and welfare payments are assessed in addition to basic salary according to workload and length of work. Salary organization sets clear standards in basic salary Allowances and welfare payments and regular evaluation Organizing a transparent salary system to check salary bases by industry sector to match the competitiveness of the industry and the workload of each position. This is consistent with the suggestion of Wilaiporn Phadungat (2006) who studied at Mae Fah Luang University, Om Koi District, Chiang Mai Province. Most of the adults had high welfare needs. Compensation affects work performance.

2.2) Career development, the results of the study found that Universities should set clear criteria and processes. Establishing criteria for evaluating the qualifications of teachers and staff for

promotion to ensure fairness and impartiality. Universities should prioritize promotion opportunities for faculty and staff within the university. Channels and opportunities for promotion should be provided. Executives should manage the allocation of work and have a variety of jobs to increase diversity and challenge in work. Understanding the career goals of teachers and staff Adjusting job positions according to the interests and abilities for personal development of teachers and staff is more consistent with the needs for self-development of faculty and staff. Universities should conduct regular surveys to understand the needs of different positions. Providing practical training related to career development Flexible lifestyle and training arrangements Universities should provide a variety of training methods to meet different needs and learning needs. This is in line with the proposal of Qin Xue (2013), saying that career advancement. It is a driving force that motivates organizational members to work hard. For general administrative staff in universities, career advancement is important. "Stimulating power" is a method of creating motivation.

Universities should select personnel in Management according to abilities, characteristics, strengths and expertise combined with their own real situation Create a "flexible" promotion mechanism, creating a variety of career development paths.to executives

2.3) Achieving goals, the results of the study found that to stimulate the motivation and enthusiasm of teachers and staff. Universities can take the following measures. Creating communication channels in line with the university's role and development guidelines providing training opportunities and developing abilities and adapting to future responsibilities. Planning a clear career development path to provide teachers and staff with clear direction. There should be internal competitions to encourage the display of professional skills. To increase working power and work independently to promote problem solving skills and abilities Universities should ensure that reward standards are fair and transparent to meet the needs of different teachers and staff. Academic achievement awards should be given to increase the incentive effect. Evaluate the effectiveness of your reward system regularly and provide incentives based on needs to improve and improve. These measures will help improve faculty motivation and job satisfaction. In accordance with Liang Heng (2019) said building a morale system is one of the contents of management reform. Creating a perfect incentive system can improve the performance of administrative staff. Developing from the traditional working model to stimulate the enthusiasm of personnel in their work.

2.4) Environmental aspects, the results of the study found that Mental health counseling and other support services of teachers and staff Universities can take measures such as: Collaborating with school-based physicians to integrate mental health counseling with other support services. To provide services through cooperation between hospitals and universities for complete service. Regularly inviting experts to lecture on health. Providing lectures on the physical and mental health of teachers and staff. Creating interest-based clubs to increase the quality of life of teachers and staff. Moreover, the university should manage working hours and workload appropriately. Creating a system to be a medium for expressing opinions and suggestions efficiently, creating an environment for fair competition and maintaining unity among colleagues. Universities should provide modern office equipment and teaching tools according to work needs. Prioritizing the safety of the housing environment for personnel and their families with these measures. Universities can access staff health issues to improve performance. In line with Kathleen and Lane (2010) interpersonal relationships, working conditions, policy and management aspects. And control and supervise work morale, affecting job satisfaction and improved training opportunities. A good working environment including fair compensation creates a conducive environment and morale that promotes employee loyalty in the organization.

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