

# HIGH PERFORMANCE MANAGEMENT FOR HIGHER EDUCATIONAL PERSONNEL

Jingjing Han<sup>1</sup>, Sureemas Sukkasi<sup>2</sup>

<sup>1,2</sup>Graduate School, Southeast Asia University, Bangkok, Thailand

E-mail: S6446B10026@live.sau.ac.th

## Abstract

This paper mainly studies the current status of talent performance management in higher education, through the existing problems to highlight therequirements of talent performance management and its implementation approach as the goal. Through questionnaire survey, the data of junior students majoring in management in X University in Shanxi Province were collected, and 122 valid questionnaires were collected. Statistical analysis methods such as literature research and SPSS descriptive analysis and correlation analysis were used to test data variables and hypotheses on the collected valid data. The results of this study show that the difficulties encountered in talent performance management in higher education, the implementation of performance management methods, performance management advantages analysis. Finally, the research results show that the structure of higher education management will affect the implementation of performance management, the implementation of performance management affects the development trend of higher education, and the structure of higher education management is the basis of the development of higher education. In the long run, it is inevitable to construct the performance management system of higher education with macro thinking to bear and undertake the huge educational expenditure. In order to promote the good development of China's higher education, performance management must be included.

**Keywords:** Educational performance, higher education, performance management

## Introduction

### Statement of the problems

The application of performance management in the field of higher education also faces the following dilemmas-Performance or output in the field of higher education is difficult to measure, and it is impossible to reasonably quantify and apply performance management. In a large and complex social system, the mission of universities is to create unique knowledge, and imparting knowledge, cultivating talents and later serving society are the main functions of modern universities. However, both creating knowledge, imparting knowledge and cultivating talents reflect the ambiguity of university organizational goals. Universities lack attention to the concept of performance management. Many universities do not pay much attention to the development and application of performance management system, especially in terms of capital input and expenditure budget and performance, and the corresponding evaluation mechanism is extremely lacking. Many colleges and universities

do seem to have established performance management system on the surface, but the evaluation of the completion of college budget results has become the only content of performance evaluation, and the whole performance management system does not deal with the specific problems in the implementation process and what effects it has produced.

Performance management emphasizes the improvement of the performance of the organization, departments and employees through management means such as planning, organization, command, coordination and control, so as to ensure the realization of the strategic goals of the organization. Performance management runs through the whole process of university management, and is inextricably linked with all aspects of university work. Therefore, the analysis of the performance management of colleges and universities should be strengthened from the basic management manpower of colleges and universities.

### **Research Questions**

This study raises the following three questions:

Q1. What are the difficulties encountered in performance management of higher education talents?

Q2. What methods are used to analyze the implementation of performance management methods 3

Q3. What are the benefits of performance management?

### **Research Objectives**

The main research objectives of this paper are as follows:

1. What are the performance management requirements for higher education talents;
2. Implementation of performance management of higher education talents;
3. The current situation of performance management of higher education talents.

### **Research hypotheses**

The specific hypotheses of this study are summarized as follows:

H1: the structure of higher education management affects the implementation of performance management.

H2: The implementation of performance management affects the development trend of higher education.

H3: The management structure of higher education is the foundation for the development of higher education.

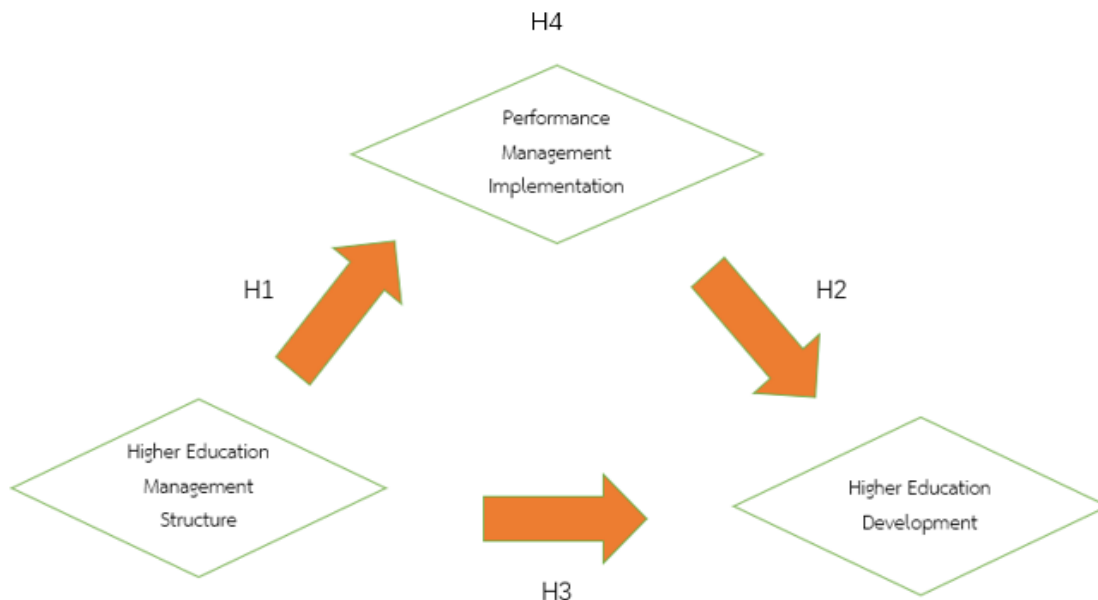
H4: Management structure influences the development of education through performance management.

### **Process and Conceptual framework**

1. In this study, the implementation of performance management is used as the mediating variable, and the conceptual framework diagram is as follows.

2. Through questionnaire survey and literature collection, investigate and study the implementation of performance management and the problems encountered.

3. The implementation of performance management was discussed, and the significance and impact on college talents were discussed.



### Benefits and significance of research

Colleges and universities are the position for cultivating socialist successors and builders, and only by fully following the management laws of colleges and universities and implementing scientific and reasonable performance management can we achieve the purpose of improving the professional level and innovation ability of college teachers. And the performance management level of universities directly affects the development level of countries and regions. In order to promote their own rapid development and the stability of the talent team, improve the quality of running schools and management, colleges and universities introduce performance management and talent management mechanisms, combine performance management with the strategic development goals of talent training, promote the construction of talent teams, and cultivate talents to improve the quality of training.

### Literature review

This study based on Fairness theory, Expectation Theory, Cognitive evaluation theory, Hierarchy of needs and People-oriented theory.

### Theories of High Performance in Education

Fairness theory focuses on the rationality and fairness of wage and remuneration distribution and its impact on workers' willingness to produce. The basic point of the theory is

that human motivation is not only related to the size of the actual remuneration, but also to the fairness of the distribution of remuneration. People tend to compare the cost of their labor and the remuneration they receive with others to judge whether it is fair. The sense of fairness directly affects the motivation and behavior of employees.

Expectation Theory to motivation, we must first set reasonable goals. "Reasonable goals give people expectations, give people psychological motivation and desire, and lead people to take action, so goal setting is very important."

Cognitive evaluation theory, For the effort of work, if the intrinsic reward generated by the pleasure of the work itself is given, the level of motivation will increase, and if too much external reward is given, the level of motivation will decrease. The idea of "Le" was proposed, which is called cognitive evaluation theory.

Hierarchy of needs (Maslow's hierarchy of needs) means that according to Maslow's theory, the internal force of individual growth and development is motivation. Motivation is composed of a variety of needs of different natures, and there are orders and high and low levels between various needs; Each level of need and satisfaction will determine the state or degree of individual personality development.

People-oriented theory is the basic requirement of scientific development, comprehensive, coordinated and sustainable, and the fundamental method - overall consideration is the premise and key to whether it can be realized. Theoretically, the scientific outlook on development put forward by the Party Central Committee is both related to and different from the general outlook on development that purely describes the objective process of nature and social movements.

### **Educational Performance**

The performance management system of talent higher education and the concept of educational performance were first proposed in the outline of medium- and long-term education reform and national development planning (2010-2020). The outline advocates the introduction of "improving the management model, introducing the competition system, and performance evaluation" in colleges and universities, with the goal of "building a modern school system and continuous school target management and results-based management mechanism". There are the following difficulties in applying performance management to higher education. Outcomes and outcomes in higher education are difficult to measure and difficult to quantify. There is a lack of a standardized and sound performance management system, unrealistic performance appraisal goals, and a corresponding responsibility mechanism. The focus is on performance evaluation and neglects other processes of performance management. It is difficult to quantify results, does not reflect the actual level, and lacks effective communication and exchange.

## **The current state of performance management in higher education**

1. The evaluation goal is not clear. At present, the characteristics of China's colleges and universities are that the number of talents is decreasing year by year, and the talent evaluation standards have not set effective goals.

2. The price mechanism is divorced from reality. At present, some colleges and universities require the formulation of talent evaluation standards, but they only copy the evaluation process of the standards, in fact, according to the traditional "public institution personnel assessment philosophical regulations" method for evaluation, completely changing the actual situation of college talents.

3. The evaluation method is not objective and scientific enough. With the development of performance evaluation methods, traditional score evaluation has long been outdated, but most universities have not kept up with the times.

## **Research Methodology**

Both literature and questionnaire methods were used in this study. A pre-determined questionnaire pretest was developed, and the scale was analyzed using SPSS 2.0, and a topic selection screening was completed as a statistical basis for formal questionnaire determination

## **Population and Sample Size**

The population of this study are Students majoring in management of an university in Shanxi. The sample are 150 students. The scope of our survey is mainly in the field of education at an university in Shanxi province. The surveyors will all be students of Shanxi University.

## **Research Design**

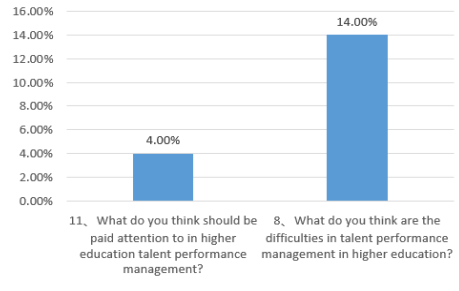
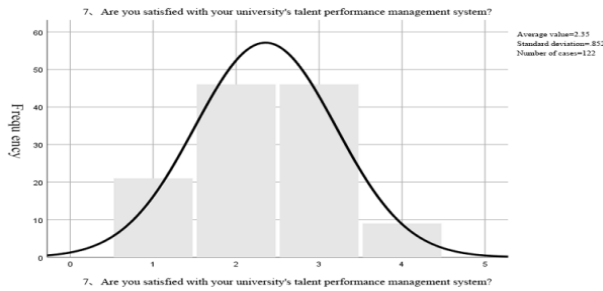
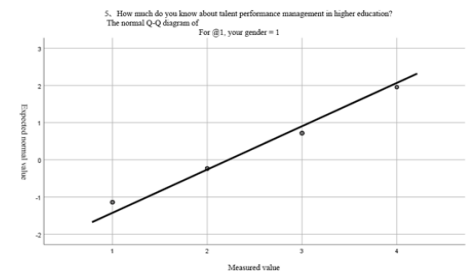
Based on the above literature review and related theories and research objectives, questionnaires were used to determine the research structure and objects. Select the appropriate measurement tool for this study. Distribution using an online electronic questionnaire to measure and collect SPSS data analysis directly from the web context for classification and analysis. This questionnaire consists of 12 small questions, mainly to investigate the management of ideological and political education in colleges and universities in the new period, and obtain corresponding results through data statistics. In this questionnaire session, we distributed a total of 150 questionnaires(122 valid questionnaires were collected), the specific implementation targets and effects are as follows:

This paper used Data analysis, Descriptive statistical analysis, Exploratory data analysis and Multiple response analysis.

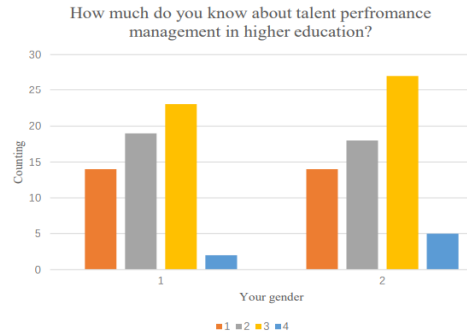
## **Results**

From the analysis, we can see that the respondents' response rate is relatively high in terms of difficulties encountered in higher education talent performance management and relatively low in terms of what to pay attention to in higher education talent performance management

5. To what extent are you satisfied with your university's talent performance management system?					
		Frequency	Percentage	Effective percentage	Cumulative percentage
Validity	1	21	17.2	17.2	17.2
	2	46	37.7	37.7	54.9
	3	46	37.7	37.7	92.6
	4	9	7.4	7.4	100.0
	Total	122	100.0	100.0	



Statistics		
6. Do you think universities need personnel performance management?		
Number of cases	Validity	122
	Missing statistics	0
Model Number		1
measure of skewness		5.313
Standard error of skewness		.219
KURT		26.663
Standard error of kurtosis		.435
Minimum		1
Maximum		2



1. Through the survey and analysis of the questionnaire, there are many problems in the performance management of higher education talents proposed by the respondents, and the irregularities in the performance system affect the development of higher education. The institutionalization, standardization and legalization of performance management in colleges and universities should be strengthened.

2. According to the opinions and opinions put forward by the respondents on talent performance management, it can be seen that college students attach great importance to talent performance management. University talents can play their respective roles, thus creating an atmosphere of active competition in universities. The implementation of effective talent performance evaluation standards in universities is conducive to the effective integration of resources.

3. Summarize the feedback of the respondents in the questionnaire and clarify the purpose of evaluation for the talent performance management system. Clarifying evaluation objectives is the first step in carrying out the work of university performance evaluation standards, and only with a certain understanding of its evaluation objectives can the evaluation work be better carried out.

## Conclusion and Discussion

Through this research and investigation, I have a deeper understanding of the performance management system. Adopt scientific methods for public evaluation. When evaluating the performance of talents, universities should choose scientific and reasonable methods, and disclose the evaluation results in a timely manner to ensure fairness and reasonableness. Therefore, the evaluation system of universities should thoroughly analyze the ability of talents from many aspects and angles, so as to obtain the most objective and fair results. It is necessary to deeply understand the huge role played by talent performance evaluation standards in the selection and distribution of talents. So that the university can realize the optimal allocation of talents and resources, make the best use of materials, make the best use of people, and give full play to the value of talents.

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