

# The Influencing Factors of Human Resource Management Intensity on the Organizational Performance of Private Universities in Guizhou

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**Abstract:** This study examines the factors that influence human resource management practices in organizational performance. This study uses a descriptive approach to collect, analyze, interpret, and present information. Descriptive research design helps determine the strength of the relationship between human resource management practice factors affecting organizational performance. The three objectives are to study the influence between human resource management intensity and organizational performance in private universities, explore the moderating role of employees' job satisfaction, and suggest the proper management practice for developing school employees' job satisfaction.

**Keywords:** Human Resources Management; Organizational Performance; Private Universities

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## 1. Introduction

With the development of higher education, private colleges appeared to make up for the lack of enrollment in public colleges. In the more than two decades from the end of the 20th century to the present, private institutions of higher learning have gradually become an essential part of China's higher education system. However, with the rapid changes of the times, many problems in teaching, management, and operation in establishing private colleges and universities have also become prominent. In response to the above issues, relevant research shows that adopting performance evaluation in management practice to understand the organization's operation efficiency, discover the organization's operation effect, and guide and motivate the value orientation of the organization to realize the rational operation of private colleges and universities.

## 2. Theoretical Basis

### 2.1 Theoretical Significance and Value

The theoretical framework of the research is mainly based on the attribution theory. The application of this theory in the field of human resource management intensity research primarily lies in the accurate attribution process so that members of the organization can accurately perceive and understand the goals and values conveyed by the organization to adjust their attitude and behavior. Attitudes and behaviors of organizational members will affect the performance of the entire organization, which is a further extension of the theory in related research fields and expands the extension of the theory; at the same time, in the study, factors such as job satisfaction, organizational atmosphere, and organizational support are also introduced, which increase the level of research on the one hand, and enrich the theoretical connotation on the other hand (Adeyi: et al.. 2018) [1].

### 2.2 Practical meaning and value

Based on the attribution theory, the research introduces various factors in the management practice of private colleges into the organization's human resource management and performance evaluation and restores the situational characteristics. The analysis of the relevant factors in the research framework and the in-depth study of its influence mechanism will help explore the human resources practice that is conducive to enhancing organizational cohesion and individual spiritual satisfaction. The relevant conclusions of the

research will also broaden the thinking mode of the relationship between the effectiveness, creativity, and emotionality of human resource management in higher education research and provide a reference for the practical activities of improving the organizational effectiveness of private universities (Butali; & Njoroge. 2017)<sup>[2]</sup>.

### **3. Understanding the Influencing Factors of Human Resource Management Intensity on the Organizational Performance of Private Universities in Guizhou**

Consumer purchase intention is the driving force that influences a person to consume a given commodity at a specific time. Generally speaking, consumer purchase intention can be defined as the ability and willingness of consumers to purchase a given type of goods at a particular time and place.

#### **3.1 Attribution theory**

Attribution theory is mainly concerned with how individuals make attributions, and the process and influencing factors are the focus of its research. Another area of research is attribution effect theory, which focuses on how attribution affects an individual's mood, motivation, and behavior. It provides a powerful tool for explaining, predicting, and controlling human behavior, making attribution theory widely used in many fields (Rosenberg; & Mosca. 2016)<sup>[3]</sup>.

#### **3.2 Social exchange theory**

The social exchange involves a series of interactions that produce obligations. In social exchange, these interactions are often considered to be interdependent and determined by the behavior of others. In some cases, these interdependent transactions have the potential to lead to high-quality relationships. One basic tenet of social exchange theory is that relationships evolve from the trust, loyalty, and mutual commitment.

#### **3.3 Organizational support theory**

The selection process in an organization often results in accumulations of people whose personality structures have much in common and therefore tend to act in general ways along specific personality dimensions. These factors lead to "corporate personality," the available behavioral patterns of employees of a particular company, recognized by others inside and outside the organization, supporting a continuum of organizational characteristics. The employee, in turn, becomes part of the organization, a symbol representing the entire organization.

### **4. The Conceptual Framework for the Research Study**

#### **4.1 Research on human resource management**

The measures of human resource management practice are essential, but it is more important whether they are understood by the target of the standards, that is, the employees. Only when employees accurately and clearly understand and implement various measures of enterprise human resource management with high quality can these measures play their due role. Accordingly, they put forward the concept of "human resource management intensity." They defined it as human resource management intensity refers to the degree to which the various systems and measures of an organization's human resource management are understood and implemented by employees (Cho; & Dansereau. 2010)<sup>[4]</sup>.

#### **4.2 Research on organizational performance in education**

Organizational efficiency mainly considers the rate of return on investment, that is, the ratio of the resources invested by the organization to the output; organizational efficiency, that is, the market share or sales growth rate achieved through market competition to express the products that the organization can provide or services; organizational adaptability, which mainly considers the frequency of the organization launching new products, the success rate of being based on the market, and the adaptability to external environmental threats (Rein: et al. 2016)<sup>[5]</sup>.

## **5. The Influencing Factors of Human Resource Management Intensity on the Organizational Performance of Private Universities in Guizhou**

### **5.1 Relationship between staff training and organizational performance**

Training is an orderly process to align employees' behaviors and attitudes with pursuing organizational goals. It is an essential subject of human capital management and the fastest part of employee performance improvement.

### **5.2 Relationship between performance appraisal and organizational performance**

Performance appraisal is an ongoing process that measures an employee's performance in achieving organizational goals. Organizations use performance appraisals to make administrative decisions about employees, especially concerning promotions, current performance, compensation management, training needs, and employee development plans.

### **5.3 Relationship between reward and recognition with organizational performance**

When there is a strong link between performance and the rewards employees receive, reward and compensation systems make employees more motivated to perform.

## **6. Conclusion**

There is a significant positive correlation between human resource management intensity and organizational performance; the higher the corporate performance level, the more substantial the intensity of private universities' human resource management. In this process, teacher job satisfaction plays a significant mediating role; that is, the power of human resource management in private universities can significantly impact organizational performance through teacher job satisfaction. In addition, the sense of organizational support plays a significant moderating role between human resource management intensity and teachers' job satisfaction; that is, with the increase and decrease of organizational support sense, the impact of human resource management intensity on teachers' job satisfaction will also change accordingly.

## **References**

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