



Volume 1	Issue 1	September 2023	DOI:	Page: 73- 79
----------	---------	----------------	------	--------------

## Relationship Between Personnel Management Skill and Happiness Index Among Lecturers at Higher Education Institution In Henan Province, China

Zhao Zhang

<sup>1</sup>Universiti Utara Malaysia

**Corresponding Author:** Zhao Zhang; Email: zhangzhao940423@163.com

### ARTICLE INFO

*Keywords:* Happiness Index, Personal Management, Lectures

*Received* : 1 August 2023

*Revised* : 30 August 2023

*Accepted* : 15 September 2023

### ABSTRACT

The teaching profession has become one of the most stressful jobs, which has a negative impact on the performance of lecturers and their sense of well-being. The main purpose of this study is to investigate the influence of factors related to personnel management skills on the happiness index of teachers in colleges and universities. Teachers' well-being can promote efficiency, create a positive work climate, and help achieve organizational goals and objectives. By analysing teachers' happiness index, organizations can guarantee the sustainability of their operations. The method of this study focuses on the main quantitative methods and studies the relationship between personnel management, personnel training, personnel welfare, personnel performance evaluation, and the teacher happiness index. The survey was conducted among 300 participants to obtain sufficient data for analysis. These data were subjected to descriptive analysis, correlation analysis, and regression analysis with SPSS. It was observed that there is a strong positive correlation between personnel management and the happiness index. In order to improve the lecturer's happiness, there is need for personnel performance appraisal. The result indicates that there is positive relation between personnel training and lecturers' happiness index. The interconnectedness among the factors influencing each other has been verified through these statistical tests. The Pearson correlation values for each of the predictors were positive with happiness index. Thus, it is evident that to improve happiness index among the lecturers, it is important to have personnel management skills.

### INTRODUCTION

Lecturers are considered one of the most valuable resources in any educational system that can be effectively managed. As per the views of Al-Kurdi, El-Haddadeh and Eldabi (2020), lecturer management is a part of human resources management that can be done by integrating the needs of organisation and human resources. Several functions are being recognised that are beneficial in effective management of personnel in higher education which are training and motivation of personnel, appropriate recruitment, and establishment of staffing norms.

Nevertheless, Tang (2020) argued that teaching profession had become one of the most stressful professions, which has negatively influenced the performance of lecturers as well as their well-being. It has been found that Wellbeing has become one of the main focuses in the context of personnel management in higher education. Different reasons, such as working for longer hours with minimum wages, often lead to increasing frustration, burnout and stress for lecturers.

Lecturers have a significant role in the context of developing academic concepts among students, which reflects the need for effective personnel

management. According to Holmes and Prieto-Rodriguez (2018), lecturer management plays a key role in achieving the 2030 agenda of achieving qualitative goals. It has been found that academic performance of students can be improved by allocating accurate resources to lecturers as well as taking care of their satisfaction with their current job roles. For example, it can be said that a lack of personnel management in HEIs can result in creating an overcrowding situation in classrooms (Peng and Mustapha, 2020). In addition to that, poor salary structure of lecturers in HEIs of Henan may lead to increased lecturer demonization. As a result, absenteeism or voluntary departures among lecturers can be enhanced, which may negatively impact quality of education of students.

### **Literature Review**

Human relations theory is a general approach in order to providing management that emphasizes the importance of employee attitudes, group dynamics, interpersonal relationships, and leadership styles for achieving organizational effectiveness. Hence, this is able to comment that the happiness index of the individuals is able to get affected when they are able to develop a better reaction to the different people as it affects their life in positive manner.

Scientific management theory is one of the theories of the management system that synthesizes and analyses workflows. The main purpose of this theory is to improve the economic efficiency that also including labor productivity. Therefore, the lecturers of the higher education institution in Henan Province in China should be needed to follow the approaches of this theory for the development of their personnel management skills.

According to Wickremasinghe and Perera (2012), effective HRM practices may foster collaboration among workers and make it easier for them to carry out their duties without conflict. As a result of its significant influence on the success of a company in pursuing its strategic objectives, human resource management is now considered an investment rather than a cost by most businesses. After it was realized how important employee wellbeing was to the success of a business, HR professionals began to prioritize employee wellbeing as a critical trend in order to cultivate a staff that was both happy and loyal to the company.

According to the findings of Perera and Madagamage (2018), management, and more specifically senior management, has a duty to think about ways to improve employee work satisfaction. The management of the personnel plays an important role in maintaining the happiness index of the lecturers. Individual and societal goals can be fulfilled by going through the management of the lecturers.

According to Osifila and Abimbola (2020), the integration of personnel maintenance has been seen to be an integral part of management. Hence, the happiness of the lecturers can be increased by mitigating the issues regarding the management system and the most influential factors.

Happiness index can be defined as the range of happiness indicators. Personnel management can be defined as the process of obtaining, utilizing as well as managing a satisfied workforce in any organization. This process includes all the administrative tasks that are important in hiring employees and allocating compensation to them (Kryshtanovych et al., 2019). Personnel welfare refers to the activity of any organisation that works on improving employees besides their wage's allocation (Phumpuang and Buranakorn, 2019).

Personnel training can be defined as a programme that is designed for developing knowledge and skills among employees. Modifying their working attitudes as well as on boarding new employees is also required for future development (Zolotykh, Chernyaeva & Shevchenko, 2019). Performance appraisal is the process of reviewing everyday performance of any employee and their contribution to the organization (Islami, Mulolli & Mustafa, 2018).

### **METHODS**

In this study, a quantitative survey is chosen. We chose quantitative research as the data collected can measure. Instruments that will be used in this study are survey questionnaires which will include a total of 41 questions. This survey will be based on Google form and will be sent to the participants by email. 4 of the questions will be based on the demography of the participants, such as their age, gender, and the place in China they belong to. Furthermore, other 37 questions in the survey will be based on the personnel management and happiness among the HEIs lecturers of Henan.

In the context of analysing primary data, several data analysis methods such as SPSS analysis and Excel analysis can be used. Considering the advantages of SPSS analysis, such as the effectiveness of this process for interpreting data, this technique will be used in this research

**RESULTS AND DISCUSSION**

This section discusses the research results. In this part, the effective association between a response variable and predicting factor has been given under the pretext of Pearson Correlation and Multiple Linear regression. Based on the observed significance level and witnessed correlation dependency, testing of four predetermined hypotheses has been done.

**H1: There is a positive and significant relationship between personnel management, and happiness index among Chinese lecturers in Henan Province.**

Table 1 is mentioning about the correspondence between personnel management and the happiness index. In the below table, there is a Pearson correlation analysis between PM and HI. The result is saying that predicting factors PM1( $r=0.395, p<0.05$ ), PM 2( $r=0.307, p<0.05$ ), PM3 ( $r=0.425, p<0.05$ ) and PM4 ( $r=0.347, p<0.05$ ) have a positive correlation with the happiness index. it can be witnessed that in each of the cases, there have been significant levels below 0.05. Thus, it can be said there is a moderately good positive correlation between the dependent variable (HI) and predicting factor (PM). Henceforth, it can be said that that an improvement within personnel management would be influencing an enhancement in happiness index. Pradhan and Hati (2022) suggested that personnel management has a positive impact on motivation and satisfaction levels. Similarly, the result is also validating this claim.

**Table 1.** *Pearson correlation between personnel management and Lecturers happiness index*

Variables	Correlation coefficient	P-value
HI_1	1.000	0.000
PM_1	0.395	0.000
PM_2	0.307	0.000
PM_3	0.425	0.000
PM_4	0.347	0.000

**H2: There is a positive and significant relationship between personnel welfare and happiness index among Chinese lecturers in Henan Province.**

Table 2 is depicting on the co-dependency between personnel welfare and happiness index within Chinese higher education organization in Henan. The below table has suggested that there should be a positive correlation between personnel welfare and the happiness index. The perspectives of the observed relationship are such that PW1( $r=.179, p<0.05$ ), PW2 ( $r=0.157, p<0.05$ ), PW3( $r=.014, p>0.05$ ) and PW4 ( $r=0.162, p<0.05$ ) have all witnessed a positive correlation with the happiness index(HI). Now, for PW1, PW2 and PW4, there has been a moderately weak positive association ( $r=0.1-0.2, p<0.05$ ). Except for the PW3, all the constructs have witnessed  $p<0.05$ (Akoglu, 2018).

Therefore, the result indicates that an increase in personnel welfare should be influencing trends within the happiness index. Delfino (2019) mentioned that personnel welfare has a positive impact on satisfaction which further contributes to happiness. The result obtained in this table is also validating on the same issue. Thus, it can be said that the alternative hypothesis for H1 is valid and there is indeed a positive as well as significant relationship between the happiness index and personnel welfare.

**Table 2.** *Pearson correlation between personnel welfare and Lecturers happiness index*

Variables	Correlation coefficient	P-value
HI_1	1.000	0.000
PW_1	0.179	0.002
PW_2	0.157	0.006
PW_3	0.014	0.000
PW_4	0.162	0.000

**H3: There is a positive and significant relationship between personnel training programs and happiness index among Chinese lecturers in Henan Province.**

Table 3. has elements that can suggest the co-dependency between the happiness index (HI) and the personnel training of the lecturers (PT). It shows that measurement of dimension for the predictors such as PT1( $r=.246, p<0.05$ ), PT2 ( $r=0.262, p<0.05$ ), PT ( $r=0.294, p<0.05$ ) and PT4 ( $r=0.205, p<0.05$ )

have a positive co-dependency with the Lecturers happiness index. Unlike the PW, PT has observed a significance level below 0.05 in all the cases. Kryś et al. (2021) said that personnel happiness is associated positively with skills and competency.

Similarly, the result obtained via the test has suggested that it is imperative that an improvement within the personnel training would be resulting in an improvement in the happiness index as well. Therefore, it can be said that there is indeed a significant as well as a positive relationship between the happiness index and personnel training. Likewise, alternative hypothesis H2 needs to be accepted in this regard

**Table 3.** Relationship between personnel training and happiness index

Variables	Correlation coefficient	P-value
HI_1	1.000	0.000
PT_1	0.146	0.000
PT_2	0.262	0.000
PT_3	0.294	0.000
PT_4	0.205	0.000

**H4: There is a positive and significant relationship between personnel appraisal and happiness index among Chinese lecturers in Henan Province.**

Table 4 has suggested the correlation analysis between personnel performance appraisal and happiness index. The below table is presenting on the codependence between PPA and HI. The result obtained from the table illustrating that predictors PPA1( $r=0.216$ ,  $p<0.05$ ), PPA 2( $r=0.095$ ,  $p>0.05$ ), PPA3 ( $r=0.114$ ,  $p<0.05$ ) and PPA4 ( $r=0.110$ ,  $p<0.05$ ) have positive correlation with the dependent variable (HI). In the cases of PPA1, PPA3, and PPA4, the significance level is lower than 0.05.

However, in the case of PPA2, the significance level is  $>0.05$ . Likewise, the result is indicating that there must be a moderately weak positive correlation between predicting variable and the response variable. In other words, influencing and increasing trends in the PPA should be resulting in incremental trends within the happiness index as

well. Precisely alternative hypothesis H3 is valid and there is indeed a positive and significant codependence between the happiness index and personnel performance appraisal.

**Table 4.** Relationship between personnel performance appraisal and happiness index

Variables	Correlation coefficient	P-value
HI_1	1.000	0.000
PPA_1	0.216	0.000
PPA_2	0.095	0.048
PPA_3	0.114	0.000
PPA_4	0.110	0.000

It can be said that lecturers' happiness indexes have significant dependence on PM, PT, PPA, and PW. Having effective personnel management skills can directly impact the happiness index. The higher education institution in Henan province in China needs to have effective personnel management strategies and skills to contribute to a higher level of happiness index. Kupryaeva et al. (2021) suggested that effective personnel management skills in a higher education institution mean they are contributing to empowering their employees.

Moreover, effective personnel management also suggests that institutions have effective leadership as well. Thus, it can be said that in terms of improving the happiness index, personnel management should be highly effective. The result says that personnel performance appraisal can have a significant impact on the happiness index as well.

It was observed that performance appraisal has a significant positive association with the happiness index. A positive interdependence was observed for the personnel management and happiness index as well. Therefore, with the help of descriptive statistics and inferential statistics, it was proven that the happiness index has a significant dependence on personnel management skills.

**CONCLUSION**

Educational institutions of China hold certain responsibilities which should be a matter of concern based on the teachers as well as the students of the

institutions. The happiness index of the students has been analyzed from the perspectives of both the teachers and the students. As per the view of Syakur et al. (2020), personnel welfare has been chosen to be one of the major elements affecting the happiness index for students in Chinese higher education institutions.

On another note, the study has also been able to demonstrate the influence of training programs for the personnel in order to increase their efficacies regarding their jobs and designations (Isa & Palpanadan, 2020). Therefore, performance appraisal is suggested to be a crucial aspect of management that can increase the job retention rate of personnel in higher educational institutions in China.

The welfare of the employee should be made the primary focus of an organization as they are regarded to be the foundation of the organization. It has been noted that the welfare of individual personnel can change their contribution level of them as their engagement towards work increases due to the benefits provided for them. As mentioned by Jones (2018), different insurance policies and beneficial terms can be introduced for the employees for increasing their involvement with work. Therefore, the education sector in China can acknowledge such facilities for the lecturers to increase the happiness index among them. The area of management that deals with people at work and their connections inside the firm is known as personnel management.

Its goal is to unite the business owners and help them grow into a strong organization while taking into consideration each person's and each working group's needs so they may contribute as effectively as possible to the company's success (Rea, 2010). In addition, coordinating the workforce is a component of personnel management. Companies need personnel management to keep an eye on present staff, choose qualified recruits based on organizational requirements, provide training to boost staff productivity, address staff issues respectfully, and boost employee morale (Ahammad, 2017).

Training programs are fundamental for lecturers in educating students as the teaching methods should be flexible based on the requirements of the students. The training is also advantageous as the skills of the lecturers can be

measured along with the level of knowledge and it is a functional method. As commented by Olimovich et al. (2020), understanding the responsibilities can also be done constructively with the help of training sessions. In this way, the integrity of the teachers will be increased, and morale will be positively influenced and reflect on the outcomes of the teaching-learning procedure.

The employees can be kept motivated with certain appraisals for the enhancement of their performance in the workplace. This can evaluate the skills and knowledge of the teaching personnel which is important to maintain a higher quality education system of the higher educational institutions. As depicted by Galagedera et al. (2018), different feedback processes can be implemented for keeping track of personnel performance. In this way, performance analysis can also be done with the effectiveness of the skillset of the personnel, especially in the education sector of Henan province.

The quality performance of the students can also be ensured by applying this strategy in educational institutions in China. The happiness index of the employees in the educational sector of China is influenced by several factors which should be analyzed. The influential factors of the happiness index are to be evaluated for examining their individual influence. Therefore, the study has performed several statistical tests and acknowledged their advantages for increasing the happiness index among the lecturers.

As observed by Alavi et al. (2020), the perspectives of the lecturers can be changed optimistically by recognizing their talents and concentrating on their welfare. Consequently, they will also ensure appropriate growth of the students within their proficiency. The participation of the lecturers in adapting new methods of teaching will be determined by their creative and innovative ideas

The study has functionally established appropriate relationships among all the variables chosen for the project. The interconnects between personnel welfare and the happiness index can be seen through its importance for the mental stability of the personnel. As demonstrated by Ginting et al. (2020), motivation among teaching personnel is important for increasing their positive outlook toward the workplace. Additionally, training programs are conclusive for intensifying their skills

in teaching students along with escalating their management capabilities. Finally, the critically appraise of the lecturers is also impactful for maintaining the workplace happiness index.

The study has established the major constructs controlling the happiness index of the lecturers and the focus has been placed on the higher educational firms of the Henan Province. It has been shown that personnel management is impacted by training programs, motivating factors along with appraisal for them. Moreover, the theoretical perspectives in the study have shown that the management skills of the lecturers also play a vital role in determining their abilities to control a class. Therefore, the happiness index can be changed based on the operative side of these chosen factors. Hence, the guidance of these factors has been analyzed through several statistical tests within the execution process of the research project.

## REFERENCES

- Alavi, K., Isa, K., & Palpanadan, S. T. (2020). Application of Rasch Model on Resilience in Higher Education: An Examination of Validity and Reliability of Malaysian Academician Happiness Index (MAHI). *International Journal of Higher Education*, 9(4), 261-271. <https://doi.org/10.5430/ijhe.v9n4p261>
- Al-Kurdi, O. F., El-Haddadeh, R., & Eldabi, T. (2020). The role of organisational climate in managing knowledge sharing among academics in higher education. *International Journal of Information Management*, 50, 217-227. <https://doi.org/10.1016/j.ijinfomgt.2019.05.018>
- Ahammad, T. (2017). Personnel management to human resource management (HRM): How HRM functions. *Journal of Modern Accounting and Auditing*, 13(9), 412-420.
- Delfino, A. P. (2019). Spiritual leadership and job satisfaction of teaching and non-teaching personnel of Partido state university. *People: International Journal of Social Sciences*, 5(2),
- Galagedera, D. U., Roshdi, I., Fukuyama, H., & Zhu, J. (2018). A new network DEA model for mutual fund performance appraisal: An application to US equity mutual funds. *Omega*, 77, 168-179. <http://dx.doi.org/10.1016/j.omega.2017.06.006>
- Ginting, H., Bangun, Y. R., Budyanto, F., Wisesa, A., Pritasari, A., Wirawan, C., & Widarani, Y. (2020). Happiness and its determinants: preliminary findings among lecturers in an Indonesian university. *J. Sosioteknol*, 19, 351-362. a performance appraisal tool for employee satisfaction. *Future Business Journal*, 4(1), 94-108. <https://doi.org/10.1016/j.fbj.2018.01.001>
- Jones, L. (2018). A follow-up of a Title IV-E program's graduates' retention rates in a public child welfare agency. In *Evaluation research in child welfare: Improving outcomes through university-public agency partnerships* (pp. 39-51). Routledge.
- Krys, K., Park, J., Kocimska-Zych, A., Kosiarczyk, A., Selim, H. A., Wojtczuk- Turek, A., ... & Adamovic, M. (2021). Personal life satisfaction as a measure of societal happiness is an individualistic presumption: Evidence from fifty countries. *Journal of Happiness Studies*, 22(5), 2197- 2214.
- Kryshtanovych, M., Kapitanets, S., Filina, S., Oleksiuk, N., & Prodius, O. (2019). Assessment of the effectiveness of strategic personnel management of the company. *Academy of Strategic Management Journal*, 18(1).
- Kupryaeva, M., Mamai, O., Panofenova, L., Syreskina, S., & Chigina, N. (2021). Soft skills development in personnel training. In *E3S Web of Conferences* (Vol. 273, p. 12017). EDP Sciences.
- Olimovich, D. I., Bakhtiyorovich, T. M., & Salimovna, N. G. (2020). Improving of personnel training in hotel bussines. *Academy*, (2 (53)), 18-19.
- Peng, Y., & Mustapha, S, M. (2020). Analysis on job burnout of EFL university teachers in Henan Province of China. *Rsisinternational*, IV(III), 90-94.
- Perera, G. D. N., & Madagamage, G. T. (2018). The impact of job satisfaction and organizational commitment on intention to turnover in the Sri Lankan Hospitality Industry: Perceptions from the Generation Y View Point. *Sri Lankan Journal of Human Resource Management*, 8(1). <https://www.rsisinternational.org/journals/ijriss/Digital-Library/volume-4-issue-3/90-94.pdf>

- Phumpuang, K., & Buranakorn, P. (2019). A study of new trends of welfare and safety arrangements for teachers and education personnel. *Mediterranean Journal of Social & Behavioral Research*, 3(3), 47-50. <https://doi.org/10.30935/mjosbr/9594>
- Pradhan, R. K., & Hati, L. (2022). The measurement of employee well-being: development and validation of a scale. *Global Business Review*, 23(2), 385-407.
- Rea, D. (1968). A Contemporary Definition of Personnel Management, some of its critical Assumptions and their Relevance to the University Organisation. *Journal of the Statistical and Social Inquiry Society of Ireland*, 22, 36.
- Syakur, A., Susilo, T. A. B., Wike, W., & Ahmadi, R. (2020). Sustainability of communication, organizational culture, cooperation, trust and leadership style for lecturer commitments in higher education. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 1325-1335. <https://doi.org/10.33258/birci.v3i2.980>
- Tang, K. N. (2020). The importance of soft skills acquisition by teachers in higher education institutions. *Kasetsart Journal of Social Sciences*, 41(1), 22-27. <https://doi.org/10.1016/j.kjss.2018.01.002>
- Wickramasinghe, V., & Perera, G. (2012). HRM practices during the global recession (2008-2010): Evidence from globally distributed software development firms in Sri Lanka. *Strategic Outsourcing: An International Journal*.
- Zolotykh, N. V., Chernyaeva, A. V., & Shevchenko, T. U. (2019). Network support for personnel training: evaluation component. *In IOP Conference Series: Materials Science and Engineering*, 483(1), 012018. <https://doi.org/10.1088/1757-899X/483/1/012018>