

RESEARCH ON THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT ON EMPLOYEE HAPPINESS IN PRIVATE UNIVERSITY IN CHINA

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ABSTRACT

This study intends to examine the effects and mechanisms of human resource management on employee happiness in private universities, illuminating the function and strategies of human resource management in influencing employee happiness under various educational environments (Anwar et al., 2017). In order to understand how private university employees perceive human resource management, this study gathered information on employee happiness mostly using the literature research approach (Anwar et al., 2017; JAVED et al., 2019). The results of the study indicate a significant relationship between human resource management in private universities and the employee happiness, influenced by various factors (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021). Effective recruitment, training, and promotion mechanisms contribute to enhancing employees' sense of career development, while transparent compensation systems and welfare policies directly impact their material well-being, thereby affecting their overall job satisfaction and happiness. The study also suggests methods for improving human resource management in private universities to enhance employee happiness. This study offers theoretical foundations and useful advice for boosting human resource management practices, raising employee happiness and improving job satisfaction in private universities. Future studies might further examine variations in human resource management between the various types of universities and the effects of

external environmental factors on employee happiness.

Keywords: *Human resource management, employee happiness, private university*

1.0 INTRODUCTION

In recent years, with the vigorous development of higher education in China, private universities have gradually played an increasingly important role as a vital component of the diverse educational system, contributing to talent cultivation and knowledge dissemination (JAVED et al., 2019) . Concurrently, human resource management in private universities has become a crucial factor affecting the overall operation and development of these institutions (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021) . Among the core resources of private universities, faculty and staff members significantly impact the institution's educational quality, reputation, and competitiveness through their job satisfaction and happiness (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021) . Consequently, a comprehensive investigation into the impact and mechanisms of human resource management on the employee happiness in private universities is not only of significant academic value, but also holds profound practical implications (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021).

1.1 Research Background and Significance

In recent years, private colleges and universities have emerged as a significant component of China's higher education landscape, experiencing remarkable and rapid growth. When compared to their public counterparts, private institutions exhibit certain differences in terms of their educational models, management systems, and faculty allocation (JAVED et al., 2019). These distinctions have contributed to the unique educational characteristics and management styles found within private colleges and universities. These institutions often possess a greater degree of adaptability to the market, allowing them to tailor their curriculum offerings to meet current demands and respond promptly to societal changes, thereby providing students with more practically relevant education (JAVED et al., 2019) . Simultaneously, the management structures of private institutions tend to be more flexible, facilitating better communication with academic staff, and fostering their motivation and creativity (JAVED et al., 2019) . Within this context, delving into the relationship between human resource management in private higher education and the employee happiness can enhance our understanding of the distinctive management aspects of these institutions, uncover their strengths and challenges, and furnish a scientific basis for improving their management practices (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021).

Furthermore, the employee happiness, as a subjective experience, directly reflects their perceptions of the work environment, career development opportunities, and organizational care (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021). Employee happiness not only serves as an internal sentiment but also affects employee engagement and dedication. Research indicates that employees with higher job happiness are more likely to display increased enthusiasm, creativity, and loyalty towards their organizations (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021) . Particularly in the education sector, where teaching and learning present challenges and responsibilities, the employee happiness is directly tied to the quality of education and teaching outcomes (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021). Educators who experience high levels of job happiness are more inclined to invest their time and energy, actively engage in teaching activities, interact extensively with students, elevate teaching effectiveness, and cultivate positive student relationships. Conversely, low job happiness among staff may lead to emotional fatigue, which can impact teaching quality. Thus, investigating the influence of human resource management practices on the employee happiness of academic staff in private institutions can contribute to enhancing their emotional experiences, elevating the quality and effectiveness of

education and teaching (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021).

However, achieving effective human resource management to enhance the employee happiness is not without its challenges, especially within the context of today's highly competitive market (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021). Private institutions often face economic pressures, enrollment competition, and faculty recruitment challenges (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021). Balancing the allocation of limited resources and incentives for academic staff to enhance their employee happiness becomes a complex task (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021). Consequently, it becomes imperative to conduct in-depth research into the specific practices of human resource management in private institutions, as well as the mechanisms by which these practices influence employee happiness (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021).

In summary, exploring the relationship between human resource management in private higher education and the job happiness of academic staff offers insights into the unique management characteristics of private institutions and provides valuable guidance for enhancing employee happiness and improving education quality (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021). By strategically optimizing human resource management strategies, private colleges and universities can foster significant achievements in talent cultivation, pedagogical reforms, and sustainable development, ultimately enhancing the overall quality of education (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021).

1.2 Research Objectives and Research Questions

This study aims to delve into the mechanisms through which human resource management in private universities affects the happiness of faculty and staff, providing a comprehensive understanding of this relationship and offering practical guidance to enhance their well-being and job satisfaction (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021). Specifically, the objectives of this research are as follows:

Firstly, this study will examine how the connection between human resource management and employee happiness in private universities is created (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021). In order to achieve this goal, we will carefully examine several facets of human resource management, including hiring, training, performance evaluation, etc., and how they affect staff and faculty satisfaction at work. By employing both quantitative and qualitative research methods, we intend to explore the specific mechanisms underlying these relationships, revealing how different management practices influence the employee happiness (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021).

Secondly, the goal of this study is to look into the main elements affecting staff contentment at private universities. These elements could include the working environment, pay and perks, chances for career advancement, work-life balance, and more. We will identify the key elements that have a substantial impact on employee happiness, mostly using the literature study technique (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021).

Thirdly, we will focus on revealing the differential impacts of various human resource management practices on employee happiness. In private universities, different management strategies may lead to diverse effects on the employee happiness. In order to better understand which management practices have a beneficial impact on boosting employee happiness, we will compare the levels of employee satisfaction in various types of institutions or under various implementation methodologies. (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021).

Lastly, this study will propose strategies for improving human resource management in private universities to enhance the happiness and overall well-being of faculty and staff. Based on the research findings, recommendations will be provided for different factors and practices, including

refining recruitment processes, optimizing training programs, enhancing employee engagement, and more, in order to foster a more positive and healthy work environment and developmental opportunities (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021).

In the context of the above objectives, this study will explore the following questions:

- (1) What kind of relationship exists between human resource management in private universities and the employee happiness?
- (2) What factors influence the employee happiness in private universities?
- (3) How can the enhancement of human resource management lead to increased employee happiness in private universities?

This study, which mostly draws from literature analysis, attempts to investigate the connection between employee happiness and human resource management at private universities. By uncovering the mechanisms and influencing factors of this relationship, the study aims to provide valuable guidance for enhancing faculty and staff well-being, thereby promoting the sustainable development and improvement of education quality in private universities.

2.0 LITERATURE REVIEW

2.1 Overview of Human Resource Management in Private Universities

Human resource management (HRM) in private universities plays a crucial role in ensuring the effective development and management of human resources, which is essential to the success of these institutions (Wu, 2016). HRM practices in private universities cover a wide range of topics, including job description, training and development, compensation, team work, and employee participation (Iqbal et al., 2011). It is a relatively new occurrence for colleges to adopt HRM practices, which have developed from personnel administration to a more strategic approach.

2.1.1 Key HRM Practices in Private Universities

- (1) Recruitment and Selection: For private universities to maintain a high-quality workforce, it is imperative to attract and hire the proper people. To draw in qualified applicants, HR departments must create and put into practice effective recruitment strategies (Ramaditya et al., 2023).
- (2) Training and Development: Providing opportunities for professional growth and development is crucial for employee happiness and retention. Private universities should offer training and development opportunities to help employees grow professionally and personally.
- (3) Compensation and Benefits: Offering competitive pay and benefits is crucial for luring and keeping excellent people. Private universities should create fair and equitable compensation schemes to promote employee happiness and retention (Iqbal et al., 2011).
- (4) Performance Appraisal: Regular performance evaluations help private universities identify areas for improvement and recognize employee achievements. Implementing effective performance appraisal systems can contribute to employee motivation and overall organizational performance (Ebrahimi & Modaber, 2023).
- (5) Employee Participation: Promoting staff participation in decision-making procedures can boost their sense of ownership and job happiness. Private universities should encourage a culture of open communication and employee involvement to develop a positive work environment (Iqbal et al., 2011).

2.1.2 Challenges Faced by HRM in Private Universities

- (1) Shortage of Teachers: Private universities often face challenges in attracting and retaining qualified faculty members due to competition for talent and limited resources.
- (2) Retention of Top Educators: Retaining top educators is a significant challenge for private

universities, as they may not be able to offer the same level of benefits and flexibility as public institutions.

(3) **Barriers in Communication:** Ensuring transparent communication within the organization is essential for building trust and fostering a positive work environment. Private universities must address communication barriers to enhance employee happiness (Ebrahimi & Modaber, 2023).

(4) **Endless Paperwork:** Time-consuming paperwork and manual processes can hinder the efficiency of HR departments in private universities. Implementing technology solutions can help streamline HR processes and reduce administrative burdens.

In conclusion, human resource management in private universities is essential for attracting, retaining, and developing a high-quality workforce. By understanding the key HRM practices and addressing the challenges faced by HR departments in private universities, these institutions can improve employee happiness, retention, and overall organizational performance.

2.2 Employee Happiness

Employee happiness is the state of being optimistic about one's work, which is essential for boosting productivity, creativity, and loyalty (Alejandro et al., 2023; Salas-Vallina & Alegre, 2021). In the context of private universities in China, understanding the factors that influence employee happiness is essential for enhancing teacher retention and overall job satisfaction (B. Chen et al., 2022).

2.2.1 Factors Influencing Employee Happiness

(1) **Job Satisfaction:** Job satisfaction is a significant factor affecting employee happiness. It encompasses various aspects, such as work environment, leadership, work-life balance, career development, and job characteristics (Shirina et al., 2022). In Chinese universities, academic freedom, time off for research, flexible work schedules, pay, stable employment, promotions, and coworkers' attitudes are all elements that affect teachers' well-being (Schulze, 2007).

(2) **Work Environment:** A positive work environment is crucial for employee happiness. Factors such as organizational culture, transparency, and support from colleagues and supervisors contribute to a positive work environment (C. Y. Chen, 2023).

(3) **Leadership:** Effective managerial leadership plays a vital role in employee happiness. Leaders who demonstrate support, understanding, and appreciation for their employees contribute to increased job satisfaction and reduced turnover intentions (Kaur & Kaur, 2023).

(4) **Work-Life Balance:** It's crucial for employee happiness to have a positive work-life balance. Flexible work schedules should be prioritized by employers, who should also assist staff in juggling their personal and professional obligations.

(5) **Career Development:** Providing opportunities for professional advancement and development is essential for maintaining a happy workforce. Employees are more likely to stick with the organization and contribute to its success if they are happy with their possibilities for professional growth. (Brooks, n.d.; Lindsey Wilcox, 2023).

(6) **Compensation and Benefits:** Competitive pay and benefits packages are crucial for employee happiness. Fair and equal compensation systems contribute to increased employee happiness and retention (Zheng et al., 2014).

2.2.2 Strategies for Enhancing Employee Happiness

(1) **Gathering Employee Feedback:** Regularly collecting employee feedback helps organizations understand their employees' needs and preferences, allowing them to make informed decisions to improve employee happiness.

(2) **Promoting a Positive Organizational Culture:** Fostering a positive organizational culture that values employee happiness and well-being is essential for employee satisfaction and retention (C. Y. Chen, 2023).

(3) **Providing Training and Development Opportunities:** Offering training and development programs

helps employees grow professionally and personally, contributing to their overall happiness (Lindsey Wilcox, 2023).

(4) Recognizing and Rewarding Employee Achievements: Acknowledging and rewarding employees for their accomplishments and contributions to the organization can boost employee happiness and motivation (Brooks, n.d.).

(5) Ensuring Transparent Communication: Open and transparent communication within the workplace promotes trust and a positive work environment, all of which contribute to employee happiness. (Lindsey Wilcox, 2023).

(6) Supporting Work-Life Balance: By allowing flexible work schedules and attending to employees' personal needs, employers can increase employee happiness.

In conclusion, employee happiness is a critical factor in the success of private universities in China. By understanding the factors influencing employee happiness and implementing strategies to enhance it, private universities can improve job satisfaction, retention, and overall organizational performance.

3.0 PROBLEM RESEARCH AND THE SOLUTIONS

Through the previous chapter, it defines employee happiness, provides an introduction of human resource management in private colleges and universities, and briefly discusses the connection between HRM and faculty satisfaction in private colleges and universities through a review of the literature. Employee happiness is improved by human resource management in private colleges and universities, and much research has been given to the factors that affect employee happiness. The impact of human resource management on employee happiness as well as potential remedies will be thoroughly examined in the research that follows.

3.1 What Kind of Relationship Exists Between Human Resource Management in Private Universities and the Employee Happiness?

Human resource management (HRM) plays a crucial role in fostering employee happiness in private universities. In private universities, human resource management (HRM) is essential for promoting employee happiness. Employee happiness and job satisfaction are directly impacted by HRM practices such as recruiting and selection, training and development, remuneration and benefits, performance appraisal, and employee participation (Anwar et al., 2017; JAVED et al., 2019). This chapter examines the connection between HRM and employee happiness in private universities and offers advice on how to create this connection successfully.

3.1.1 HRM Practices Influencing Employee Happiness

(1) Recruitment and Selection: The recruitment process is the first step for job seekers to formally contact the school, and a transparent and fair recruitment process can improve employee happiness and increase employee enrollment rate. It is also a key step for the school to attract talent. (El-Sharkawy et al., 2023).

(2) Training and Development: Providing opportunities for professional growth and development is crucial to the employees' happiness. The private university itself is like an uncertain factor for the employees. When employees find opportunities to grow and learn, they are more likely to feel that their jobs are happy and long-lasting. (Thevanes & Jathurika, 2021).

(3) Compensation and Benefits: Salary and welfare are the most basic material needs of employees, and only when the material needs are satisfied, employees will pursue more long-term development. Fair and equitable compensation systems help improve job satisfaction and employee retention (B. Chen et al., 2022).

(4) Performance Appraisal: Performance appraisal has a two-way effect on employee happiness. An effective performance appraisal system can improve work efficiency and enhance employee happiness. On the contrary, an ineffective performance evaluation system will reduce employee happiness and

stimulate employee turnover(Al-Baidhani & Alsaqqaf, 2022; Kampkötter, 2017).

(5) Employee Participation: When employees participate in the decision-making process of the organization, it will be more conducive to the implementation of the decision, and increase the sense of happiness and ownership of employees (Bhatti & Qureshi, 2007).

3.1.2 Strategies for Enhancing the Relationship between HRM and Employee Happiness

(1) Align HRM Practices with Employee Needs: Private universities should ensure that their HRM practices are tailored to meet the needs and preferences of their employees. This can be achieved by regularly collecting employee feedback and making informed decisions to improve employee happiness.

(2) Promote a Positive Organizational Culture: Fostering a positive organizational culture that values employee happiness and well-being is essential for employee satisfaction and retention. HRM practices should be designed to support this culture and create a positive work environment(Thevanes & Jathurika, 2021).

(3) Implement Effective HRM Practices: Private universities should spend money on creating and implementing efficient HRM procedures that have a positive impact on employee happiness. This entails creating possibilities for training and development, competitive pay scales, and clear internal communication(Cherif, 2020; El-Sharkawy et al., 2023).

(4) Monitor and Evaluate HRM Practices: Private universities can boost employee satisfaction by regularly identifying areas for development and reviewing the effectiveness of HRM practices(JAVED et al., 2019).

In conclusion, the relationship between human resource management and employee happiness in private universities is crucial for the success of these institutions. By understanding the key HRM practices that influence employee happiness and implementing strategies to enhance this relationship, private universities can improve job satisfaction, retention, and overall organizational performance.

3.2 What Factors Influence the Employee Happiness in Private Universities?

Several elements, such as job satisfaction, the work environment, leadership, work-life balance, career advancement, and pay and benefits, have an impact on employee happiness in private universities (Arora, 2020; B. Chen et al., 2022) . This chapter explores these key factors and their impact on employee happiness in private universities.

(1) Job Satisfaction: Compared with public schools, job satisfaction in private colleges and universities has a greater impact on employee happiness. Especially under the influence of the COVID-19 epidemic, more people want to go to public schools to pursue the relative stability and social recognition of their careers. Only by continuously improving the working environment, career development, academic freedom, working hours, salary, benefits and so on, can private colleges and universities improve employee satisfaction(Arora, 2020).

(2) Work Environment: The work environment is not just a simple campus environment and office, but also includes organizational culture, transparency, leadership, organizational communication and other factors. A green, healthy and positive work environment is very important for employee happiness (Hee et al., 2020; Masum et al., 2015; Yee, 2018).

(3) Leadership: Research shows that relationships with superiors can have a direct impact on an employee's productivity. Leaders who support, understand, and appreciate their employees contribute to job satisfaction and employee happiness. (B. Chen et al., 2022).

(4) Work-Life Balance: Work and life balance can relieve psychological stress. When the work-life balance is out of balance, it will produce a tense atmosphere, and it is easy to produce teaching accidents and teachers' physical and mental health problems.

(5) Career Development: Career development opportunities are the driving force for employees to pursue long-term development. When employees see opportunities for career growth and development within the organization, they are more likely to stay with the company and contribute to its growth(Masum et al., 2015; Schulze, 2007).

(6) Compensation and Benefits: After the COVID-19 epidemic, the development of the world economy has been greatly affected, and people will pay more attention to how much substantive salary and benefits an organization will bring them than before. A competitive and fair compensation and benefits system will be more attractive to job seekers and retain excellent employees. (Ashraf, 2020).

3.2.2 Strategies for Enhancing Employee Happiness in Private Universities

To improve employee happiness in private universities, institutions should focus on addressing the key factors mentioned above. Some strategies for enhancing employee happiness include:

(1) Gathering Employee Feedback: Compared with public schools, private colleges and universities have more flexibility in human resources management. By collecting feedback from employees regularly, private colleges and universities can understand the needs and preferences of employees, and constantly improve the human resource management system to improve the happiness of employees. (Masum et al., 2015).

(2) Promoting a Positive Organizational Culture: A positive organizational culture is essential for employee happiness. Private colleges and universities can improve their material culture by improving campus environment, teaching equipment and facilities, etc. Improve the school system culture by establishing transparent and fair rules and regulations, and creating positive and equal interpersonal relationships, etc. Promote school spirit culture by spreading and establishing good values and staff quality (Hee et al., 2020).

(3) Providing Training and Development Opportunities: According to the different characteristics and needs of employees, private colleges and universities can provide different training and development programs to help employees grow professionally and personally, such as induction training for new employees, teaching and research seminars for faculty and staff, education promotion programs, etc. In this way, the competitiveness and happiness of employees can be improved, and the two-way development of schools and individuals can be achieved. (Hee et al., 2020; Masum et al., 2015).

(4) Recognizing and Rewarding Employee Achievements: According to Maslow's hierarchy of needs theory, when material needs are met to a certain extent, people will pursue higher spiritual needs (Tanner, 2020). Giving positive recognition and appreciation to employees for their achievements and contributions to the organization can increase employee happiness and motivation (Schulze, 2007).

(5) Ensuring Transparent Communication: Due to the nature of enterprises, there are more family relationships in private universities than in public universities. Establishing an open and transparent communication system within an organization helps build trust, creates a positive work environment, and contributes to employee happiness (Masum et al., 2015; Msuya, 2022).

(6) Supporting Work-Life Balance: Taking into account the different needs of employees, private colleges and universities can ensure that employees maintain a healthy and positive work-life balance by providing flexible working hours, carrying out rich organizational activities, and providing more convenient conditions for work and life, so as to improve their happiness. (Msuya, 2022).

In conclusion, understanding the factors that influence employee happiness in private universities is essential for enhancing teacher retention and overall job satisfaction. By addressing these factors and implementing strategies to improve employee happiness, private universities can create a positive work environment that fosters employee satisfaction, retention, and overall organizational performance.

4.0 IMPACT OF HUMAN RESOURCE MANAGEMENT ON EMPLOYEE HAPPINESS IN PRIVATE UNIVERSITIES

Human resource management (HRM) practices have a significant impact on employee happiness and retention in private universities. This chapter summarizes the important impact of HRM practices on the employee happiness in private universities from the aspects of recruitment and onboarding process,

training and continuing education, performance management and incentive, as well as salary system and welfare policy.

4.1 Recruitment and Onboarding Process

The recruitment and onboarding process is a critical stage in the employee experience, and it can significantly impact employee happiness and retention in private universities. This chapter proposes solutions to enhance employee perception in the recruitment and onboarding process.

(1) **Create a Good Cultural Atmosphere:** Campus culture is the key factor to determine the success or failure of private colleges and universities, and is an important way to improve the performance of enterprises (Wu, 2016). The establishment of excellent corporate culture and effective implementation and management, the establishment of good corporate values, and the creation of a positive and clean academic atmosphere can make job seekers have a sense of identity with the company, and make job seekers feel that working in such a university is a proud and happy thing.

(2) **Establish an Efficient Mechanism:** To meet the needs of enterprise development, human resource management must be forward-looking and strategic, and a scientific and reasonable recruitment system must be formulated (Wu, 2016). In the recruitment process, private colleges and universities should not only focus on the applicant's personal education, work experience, age and other conditions, but should comprehensively evaluate the applicant's conditions, so that the applicant can feel fair and respected, enrich the staff structure of the school, and leave a good first impression on the applicant.

(3) **Inform Job Information:** In the recruitment process, human resource managers in private colleges and universities should let job seekers know their position information and what they must do (Wu, 2016). For example, the full-time teachers should be informed of the specific teaching courses or course arrangements, the counselors should be informed of the nature of the students they will manage and the content of the student management work, and the administrative staff should be informed of the general administrative affairs they will engage in. When job seekers understand what they are going to do and how they are going to do it, they feel more satisfied with the job they have chosen, which is the number one factor in achieving job happiness.

(4) **Match People and Posts:** Recruitment is not only to recruit people, but more important is to give the right job to the right person to do, and let the right person do the right job. In this way, when employees are engaged in what they are good at and interested in, they can take the initiative to do a good job on the post. Teaching is the work of educating people, private colleges and universities must pay attention to the principle of matching people and posts in the recruitment process, and enhance the happiness of employees through the sense of competence.

4.2 Training and Continuing Education

Training and continuing education are essential for employee growth and development, contributing to their overall happiness and job satisfaction (Thevanes & Jathurika, 2021). This chapter proposes solutions to improve employee happiness in training and continuing education, based on the research findings from various studies.

(1) **Tailored Training Programs:** Private universities should provide training programs that are tailored to meet the needs and preferences of their employees (KIRPIK, 2020). Especially for knowledge workers, more skills and ability training opportunities are given to them, so that employees can feel the importance of the enterprise for them, so that they can play a greater potential in the work, enhance employees' sense of belonging to the enterprise, and thus improve their happiness.

(2) **Encourage Employee Participation:** Encouraging employee involvement in the training and continuing education process can lead to increased job satisfaction and a sense of ownership. Employee participation has a positive effect on job satisfaction, employee commitment, and employee productivity (El-Sharkawy et al., 2023). At the same time, effective communication during the training and continuing education process is essential for building trust and fostering a positive employee experience. Private universities should ensure that employees are informed about the training

programs, their objectives, and the benefits of participating in them(KIRPIK, 2020).

(3) Provide Opportunities for Career Development: Development opportunities: Development and training opportunities are important for employee happiness. Through training, employees can better know how to work, learn new skills and get new development opportunities, improve personal work ability and enhance employee happiness(Bates, 2004).

(4) Mental health training: With the comprehensive development of economy and society, the teaching staff of private colleges and universities are facing more and more pressure and tension. Positive and effective psychological training can effectively release and channel bad emotions. Through professional psychological training, teachers and staff can correctly understand mental health problems, eliminate inner disharmony factors, and let employees feel the care and warmth of the enterprise, so as to enhance their happiness.

4.3 Performance Management and Incentives

Performance management and incentives play a crucial role in fostering employee happiness in private universities. This chapter proposes solutions to improve employee happiness through performance management and incentives, based on the research findings from various studies.

(1) Effective Performance Management: Effective performance management systems can contribute to employee motivation and overall organizational performance. Private universities should ensure that their performance management systems are transparent, fair, and provide employees with constructive feedback(KIRPIK, 2020). To achieve scientific incentive, both rigid and soft. Not only material rewards, but also spiritual recognition, recognizing and rewarding employees for their accomplishments and contributions to the organization can boost employee happiness and motivation(Thevanes & Jathurika, 2021).

(2) Comprehensive evaluation: In the performance appraisal, multidimensional comprehensive evaluation and appeal should be used, the assessment content should be comprehensive and objective, and the assessment results should be fair and transparent. At the same time, it is necessary to quantify the work performance, rank and skills of the faculty and staff, so that the training, training, selection, assessment and promotion of the staff form a complete system, and encourage the faculty and staff to constantly improve and innovate the way of education and teaching.

(3) Career Development Opportunities: Assessment is not only the evaluation of employees' work, but more importantly, through performance assessment, employees can see a clear development direction and provide opportunities for career growth and development. Employees who are most rewarded for their efforts and are satisfied with their career development opportunities are more likely to stay with the organization and contribute to its success (KIRPIK, 2020).

(4) Effective Communication: In performance management and motivation, effective communication is critical to building trust and fostering a positive employee experience. Private universities should ensure that employees understand the performance management and incentive process, objectives, and the benefits of participating in it. At the same time, we should actively listen to and adopt the effective opinions and suggestions of employees, and constantly improve the performance evaluation system.

4.4 Salary System and Welfare Policy

Salary system and welfare policy are essential components of effective compensation programs that contribute to employee happiness and retention in private universities. This chapter proposes solutions to formulate a salary system and welfare policy to improve employee happiness.

(1) Design a Pay Structure: Private colleges and universities should determine their own salary concept and guide the development of salary system. Compensation concepts should be aligned with the organization's culture, values, and goals (Kang & Lee, 2021).Design compensation structures that are competitive and fair and allow management to reward performance and skill development while controlling overall base salary costs by providing a cap (Burke, 2016).

(2) Offer Employee Benefits: Employee benefits have become an essential part of any competitive compensation package. From legally mandated insurance to free snacks, benefits and perks play an

important role in attracting talent and retaining employees. Private universities should offer competitive compensation and benefits packages to meet the needs of their employees.

(3) Provide Competitive Compensation and Benefits: Reasonable salary and abundant welfare treatment are the basic conditions for the source of employee happiness. In addition, private colleges and universities should make reasonable adjustments according to the work performance of employees and the market situation, and constantly improve the salary and welfare level of employees. Let employees really feel that working in the enterprise can get the maximum profit, can have the right to pursue a better life.

(4) Improve the Campus Environment: When it comes to improving employee well-being, it's often easy for companies to overlook the impact of the work environment on employee happiness. A clean, bright, safe and comfortable campus environment can not only improve employees' work efficiency, but also reduce mental stress. Businesses can provide a good campus environment for faculty and staff in a variety of ways. For example: improve the working conditions of the staff, improve the implementation of the classroom, improve the conditions of the dormitory.

In conclusion, private universities should focus on enhancing their HRM practices to improve employee happiness and retention. By prioritizing employee happiness, providing tailored training programs, effective performance management and incentives, competitive compensation and benefits, and a positive recruitment and onboarding experience, private universities can create a positive work environment that fosters employee satisfaction, retention, and overall organizational performance.

5.0 CONCLUSION

In this chapter, we will summarize the main findings of the research, emphasizing the impact of human resource management on the employee happiness. Additionally, we will provide practical suggestions and managerial insights to assist private universities in better managing their human resources, thereby enhancing the employee happiness.

5.1 Main Findings and Contributions

This study intends to examine the effects and mechanisms of human resource management on employee happiness in private universities, illuminating the function and strategies of human resource management in influencing employee happiness under various educational environment (Anwar et al., 2017). In order to understand how private university employees perceive human resource management, this study gathered information on employee happiness mostly using the literature research approach (Anwar et al., 2017; JAVED et al., 2019). The results of the study indicate a significant relationship between human resource management in private universities and the employee happiness, influenced by various factors (Anwar et al., 2017; JAVED et al., 2019; Khairunneezam Mohd Noor et al., 2022; Ullah, 2021). Effective recruitment, training, and promotion mechanisms contribute to enhancing employees' sense of career development, while transparent compensation systems and welfare policies directly impact their material well-being, thereby affecting their overall job satisfaction and happiness.

The study also suggests methods for improving human resource management in private universities to enhance employee happiness. School should place a strong emphasis on the selection process being fair and transparent when it comes to attracting talent (Anwar et al., 2017; JAVED et al., 2019; Ullah, 2021). Employees' career development planning and lifelong learning should be taken into consideration when it comes to training and development, and a variety of training options should be made available. A flexible and varied compensation system as well as welfare policies should be implemented in the area of pay and benefits in order to meet the varying demands of employees.

Through research, we discovered a significant influence of human resource management on the employee happiness in private universities. Notably, factors such as management trust, employee participation, and work-life balance played vital roles in this influence. Specifically, a strong sense of management trust can enhance employees' happiness and increase their overall job satisfaction.

Similarly, the increase in employee participation and a sense of involvement correlated closely with higher levels of employee happiness, as employees who participate in decision-making and activities experience greater contentment. Furthermore, work-life balance was found to play a crucial role in reducing work-related stress and enhancing overall job happiness.

The contribution of this study lies in its systematic exploration of the impact and mechanisms through which human resource management influences the employee happiness in private universities. We unveiled the specific roles of various management factors in this impact, providing empirical support for theoretical insights and practical applications. This research serves to deepen our understanding of the relationship between human resource management and job satisfaction, enriching the discourse within related fields.

5.2 Practical Suggestions and Management Implications

Building on the research outcomes, we present the following practical suggestions and managerial insights to aid private universities in optimizing their human resource management, ultimately elevating the employee happiness.

(1) **Understand the Importance of Employee Participation:** Highly engaged employees are more productive and loyal to the organization, perform 20 percent better than less engaged employees (Council, 2004), and are more willing to go the "extra mile" to pursue business and personal growth (Executive, 2007). It is essential for fostering a sense of ownership, commitment, and satisfaction among employees, which contributes to their overall happiness and job satisfaction (Bhatti & Qureshi, 2007; Breeze & Wiekping, 2020).

(2) **Pay Attention to Employees:** Make employees feel important to the school. When employees can feel their importance, they can more effectively invest in daily work and teaching activities, improve teaching quality and increase loyalty. Especially when the organization is facing difficulties, they are more willing to "stay" and advance together with the enterprise with a sense of ownership (Hills, 2009).

(3) **Let Employee Understand the Importance of Work:** It is necessary to let employees realize that the work they are engaged in is very important and has a clear purpose and significance, so that employees will be more conscious and take the initiative to participate in the work of the enterprise (Kahn, 1990; Lockwood, 2007; May et al., 2004). Especially in education and teaching work, only when the teaching staff deeply understand that college teachers are not only a profession, but also a responsibility and responsibility, and they have the responsibility and obligation to actively participate in the work.

(4) **Inspiring Leadership:** If leaders and managers can motivate employees to participate in the initiative, give employees a certain degree of autonomy, work with a certain degree of flexibility (Macey & Schneider, 2008), then employees will be happier to participate in the work, and more able to achieve the happiness brought by the work. The leaders of private colleges and universities need to give and motivate the faculty and staff certain rights, be good at listening to and adopting their opinions and suggestions, and encourage their independent participation and innovation in education and teaching activities.

(5) **Make Career Plans:** Pay attention to the growth of employees, help employees do a good job in career planning. Employee's personal growth and career development in future jobs are closely related to employee happiness. It is an important method to promote the development of enterprises and improve the happiness of employees by enabling employees to better integrate with the enterprise in a suitable career path, helping them achieve their career development goals, and getting promotion and development opportunities within the enterprise with the development of personal ability and experience.

(6) **Optimizing Work-Life Balance:** Nowadays, workplace life is stressful, especially some work with long working hours and excessive physical and mental consumption is easy to reduce employees' enthusiasm for work, affect employees' happiness, and even cause employees to leave. Therefore, a good balance between work and life is one of the important channels to improve employee happiness. Design flexible work arrangements that enable employees to effectively balance their work and

personal lives. By offering flexible working hours and remote work options, organizations can reduce work-related stress and enhance overall employee happiness.

(7) Strengthen Employee Communication and Exchange: Communication with employees is very important to improve employee happiness. At work, if employees lack the space to communicate and communicate, it will lead to misunderstandings and unpleasant situations. Therefore, private colleges and universities should strengthen internal two-way communication and exchange, establish some development communication mechanisms, and improve the interaction between schools and staff. In addition, as senior leaders of private colleges and universities, they should often listen to the ideas of grassroots faculty and staff, and timely solve the practical problems of employees, so that employees can feel the care and support of the school.

(8) Enhance the Credibility of the School: Excellent university culture and reputation will not only attract excellent students to report, but also attract excellent employees to join, increasing the pride and happiness of employees. Therefore, private colleges and universities should actively undertake their responsibilities and obligations to the society, build a stable, just and responsible university image in the society, improve the school's popularity and reputation, and win the support and trust of the public.

5.3 Research Limitations and Future Prospects

Throughout the research process, it is important to acknowledge that there are certain limitations. First of all, this study mainly adopts literature research, which may be affected by the subjectivity of the interviewees and lacks empirical research and data support. Second, due to time and resource constraints, the study may not have covered all possible influencing factors, and there may be unexplained variables that could have had an impact on the findings.

Future research work can be extended to various aspects. First, a variety of research methods, such as interviews and case studies, can be employed to gain a more comprehensive and in-depth understanding. Secondly, further exploration of other potential mediating and moderating variables can more accurately explain the relationship between human resource management and employee happiness. In addition, extending the study to other types of universities, such as public universities, could validate the generality of the findings.

To sum up, this study deeply discusses the impact of human resource management on the job satisfaction of faculty and staff in private colleges and universities and its mechanism, providing valuable insights for theoretical research and practical management. Although there are some limitations in the research results, it provides the direction for future research, and also provides guidance for private colleges and universities to optimize human resource management, improve staff job satisfaction and improve performance.

AUTHOR CONTRIBUTIONS

Yanping, C., Nor Saidi, M. N., Zile, X., Weifeng, W., & Yawen, C. contributed to the design and implementation of the research, to the analysis of the results and to the writing of the manuscript.

CONFLICT OF INTEREST

The manuscript has not been published elsewhere and is not under consideration by other journals. All authors have approved the review, agree with its submission and declare no conflict of interest on the manuscript.

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