

The Guidelines to Developing Human Resource Management of Leisure Sports
Majors in Chinese colleges and universities

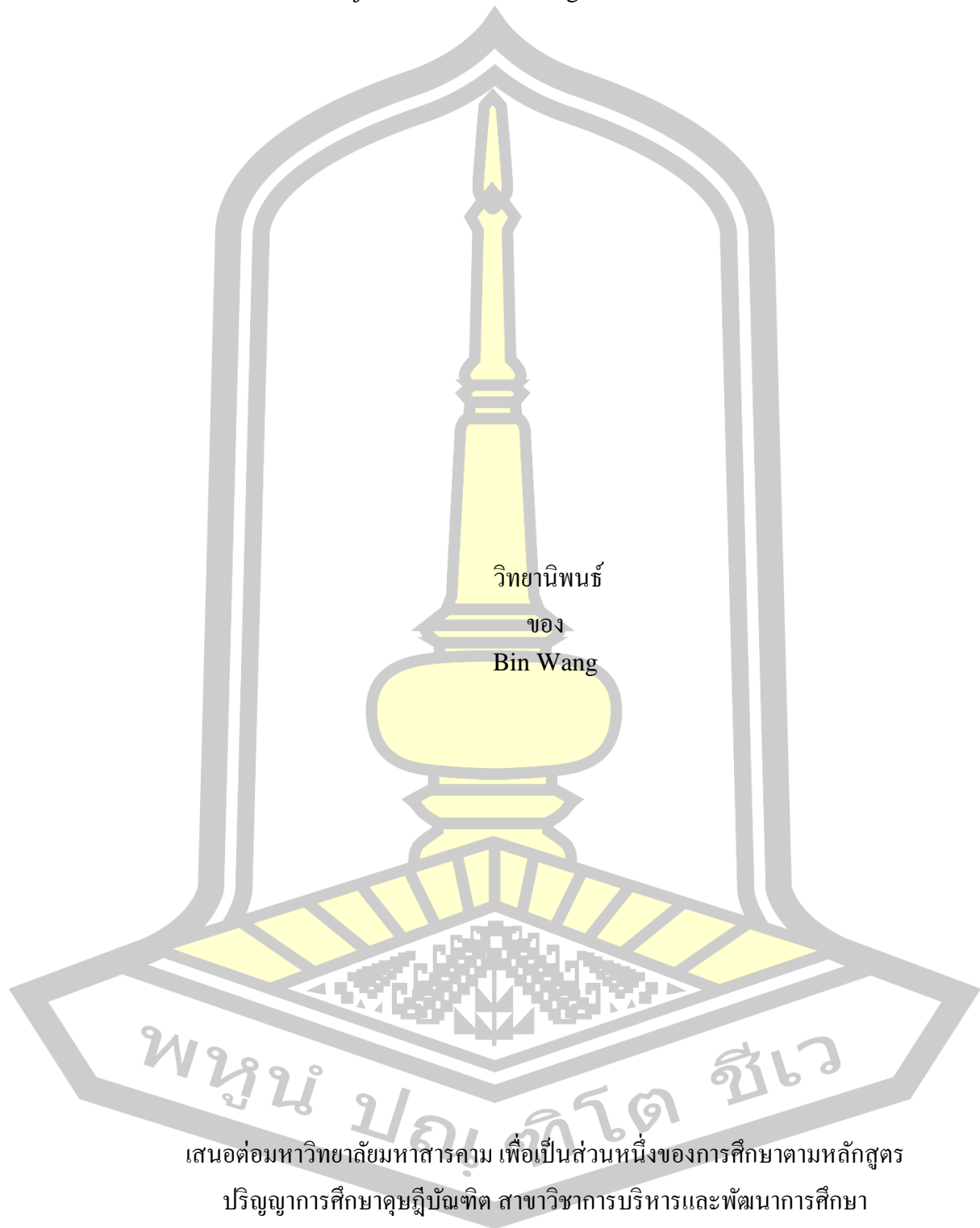
Bin Wang

A Thesis Submitted in Partial Fulfillment of Requirements for
degree of Doctor of Education in Educational Administration and Development

October 2024

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Majors in Chinese colleges and universities

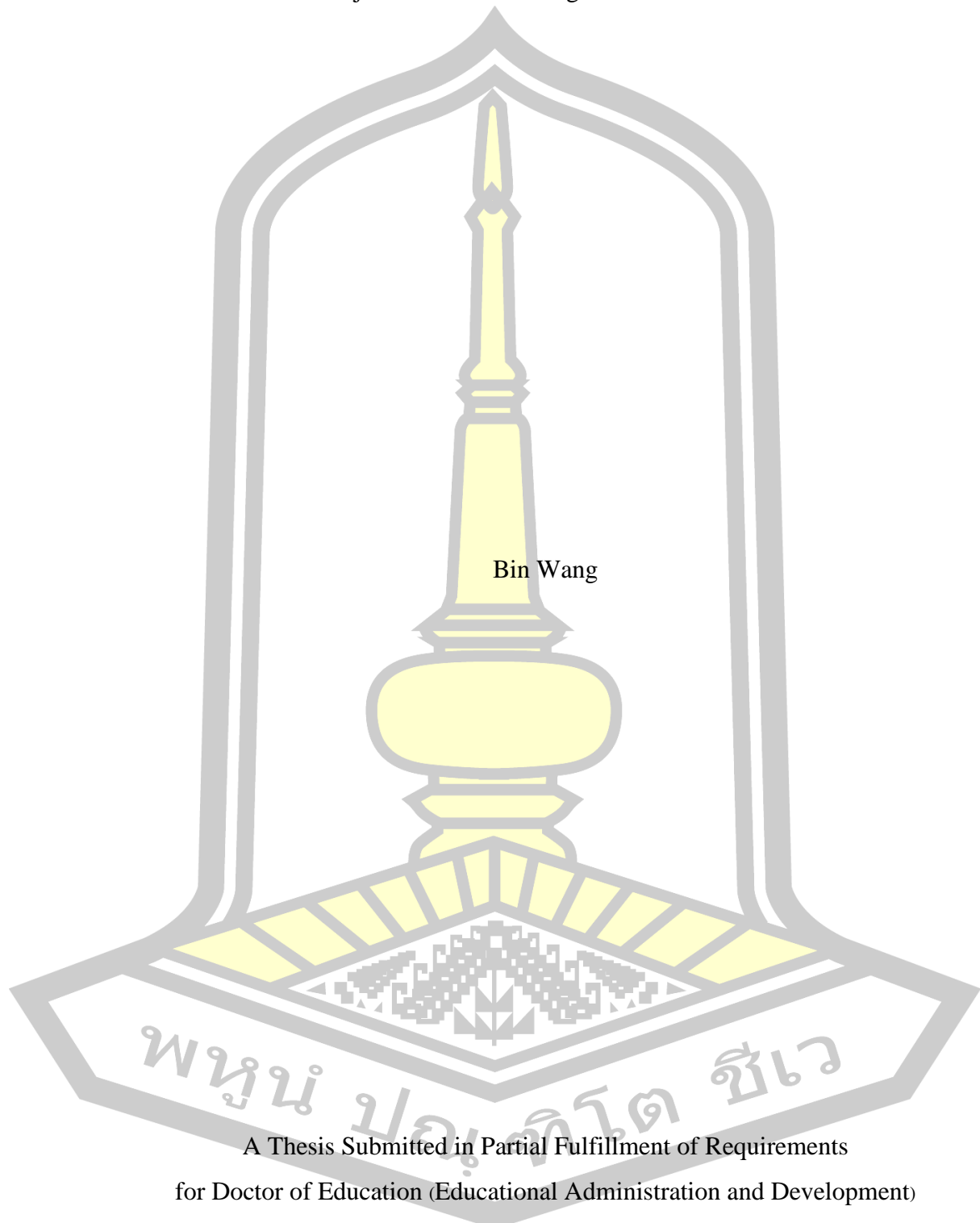


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Majors in Chinese colleges and universities



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October 2024

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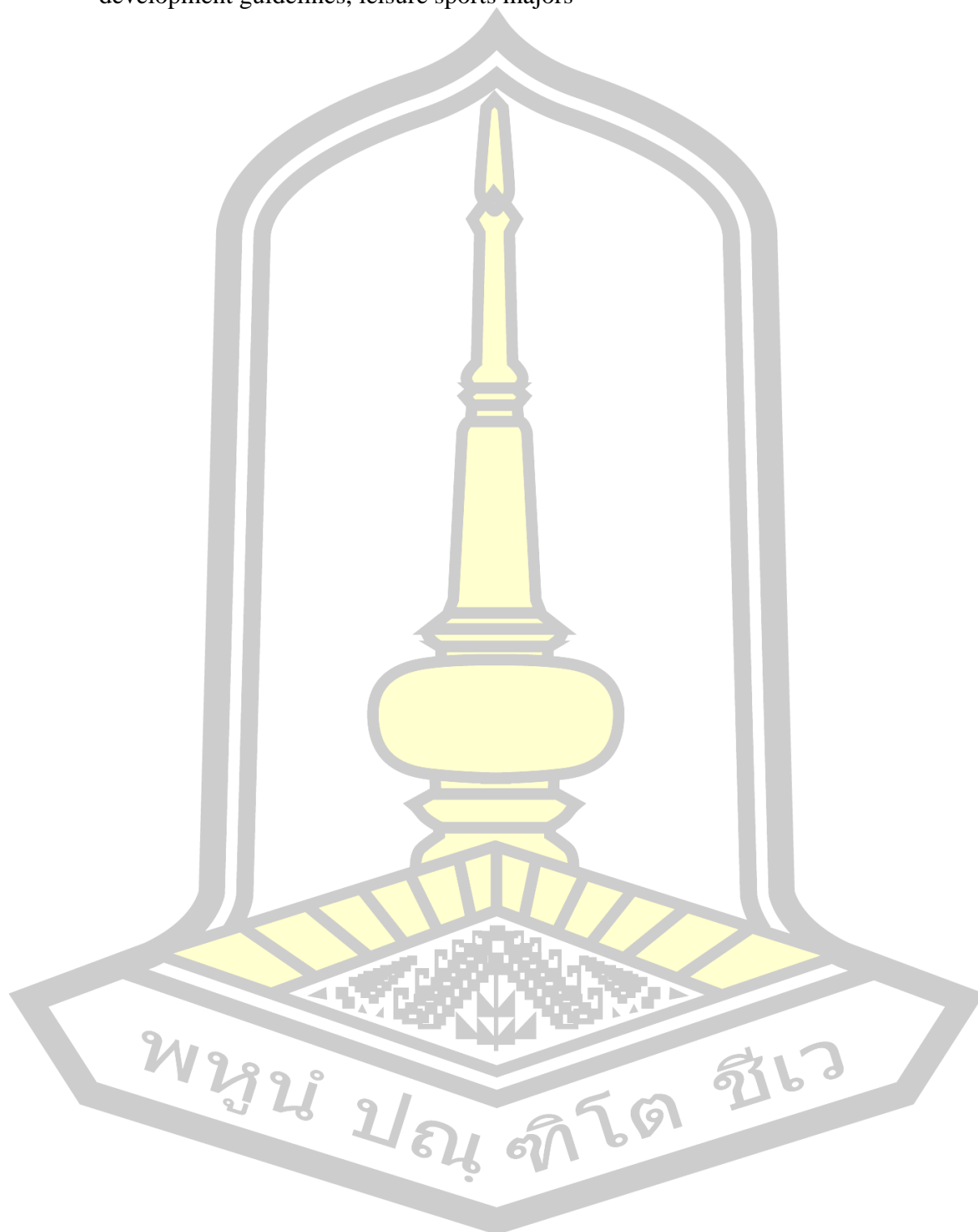
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ABSTRACT

The leisure sports majors of the colleges and Universities in China has encountered many difficulties in human resources management. It is especially important to conduct in-depth research and systematic improvement of the human resources management of the leisure sports majors in the colleges and universities.

This research adopts a combination of quantitative and qualitative methods, and comprehensively investigates the current status and problems of human resource management in leisure sports majors in Chinese universities through questionnaire surveys, expert interviews and case analysis. The purpose of this study is to reveal the current status of the theory and practice of human resource management in this major, evaluate its main problems, and on this basis, develop a set of efficient management implementation guidelines to improve management efficiency and education quality. Through research, the key components of human resource management in leisure sports majors include six major areas: human resource planning, recruitment, training, assessment, promotion and salary management. The results of the study show that there are many problems in current management practices, such as inconsistent recruitment standards, insufficient training opportunities, and unfair assessment systems. In addition, the study also found that although colleges and universities have high expectations for the ideal level of human resource management in leisure sports majors, there is a large gap in the actual management level. Based on these findings, this study proposes a set of specific management improvement suggestions and implementation guidelines, including optimizing human resource planning, strengthening recruitment processes, enhancing training effectiveness, and improving the fairness of performance appraisals. By implementing these strategies, it is expected that the quality of human resource management in leisure sports majors in colleges and universities can be significantly improved, thereby promoting the overall development of the major and improving the quality of education.

Keyword : Chinese colleges and universities, human resource management, development guidelines, leisure sports majors



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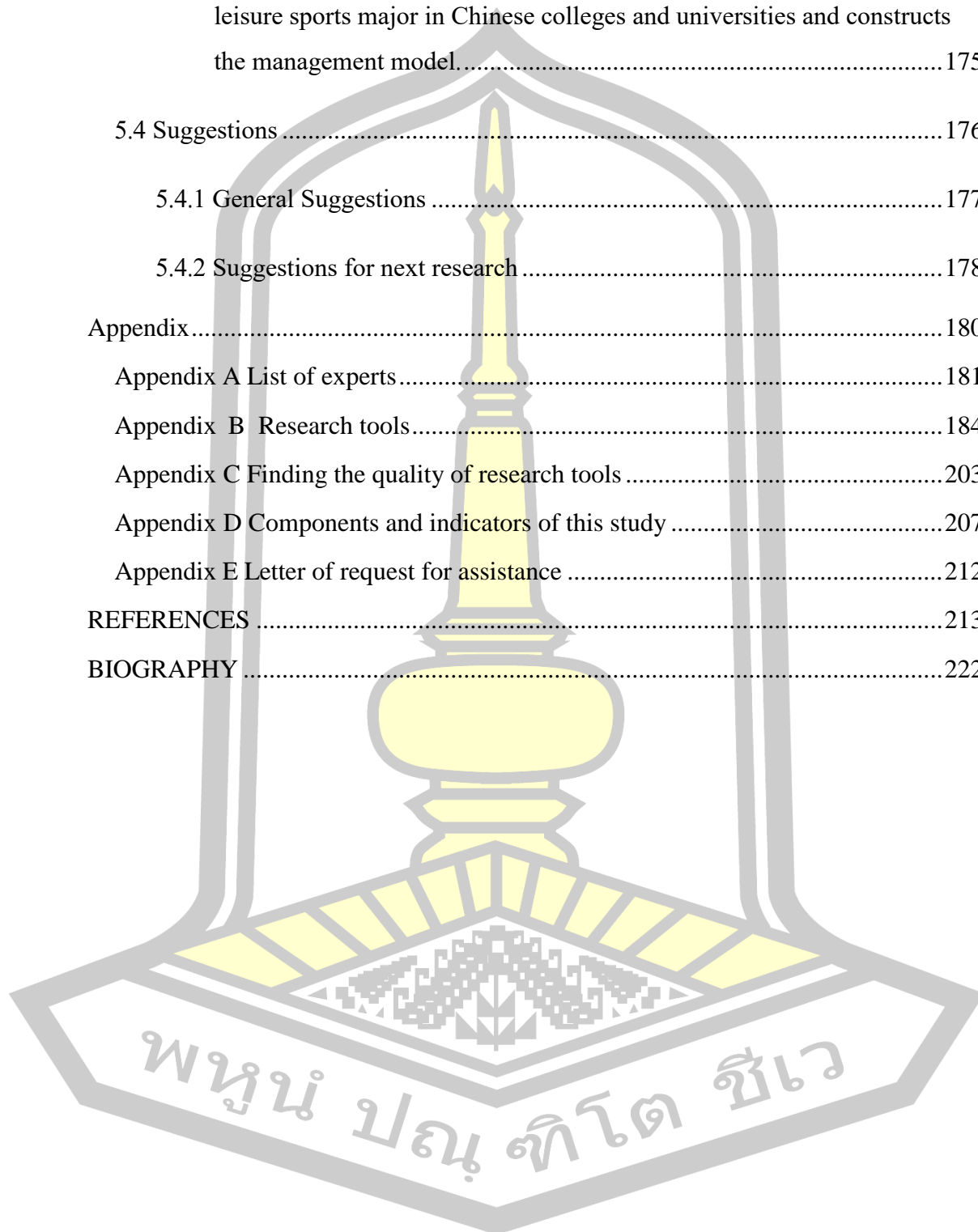
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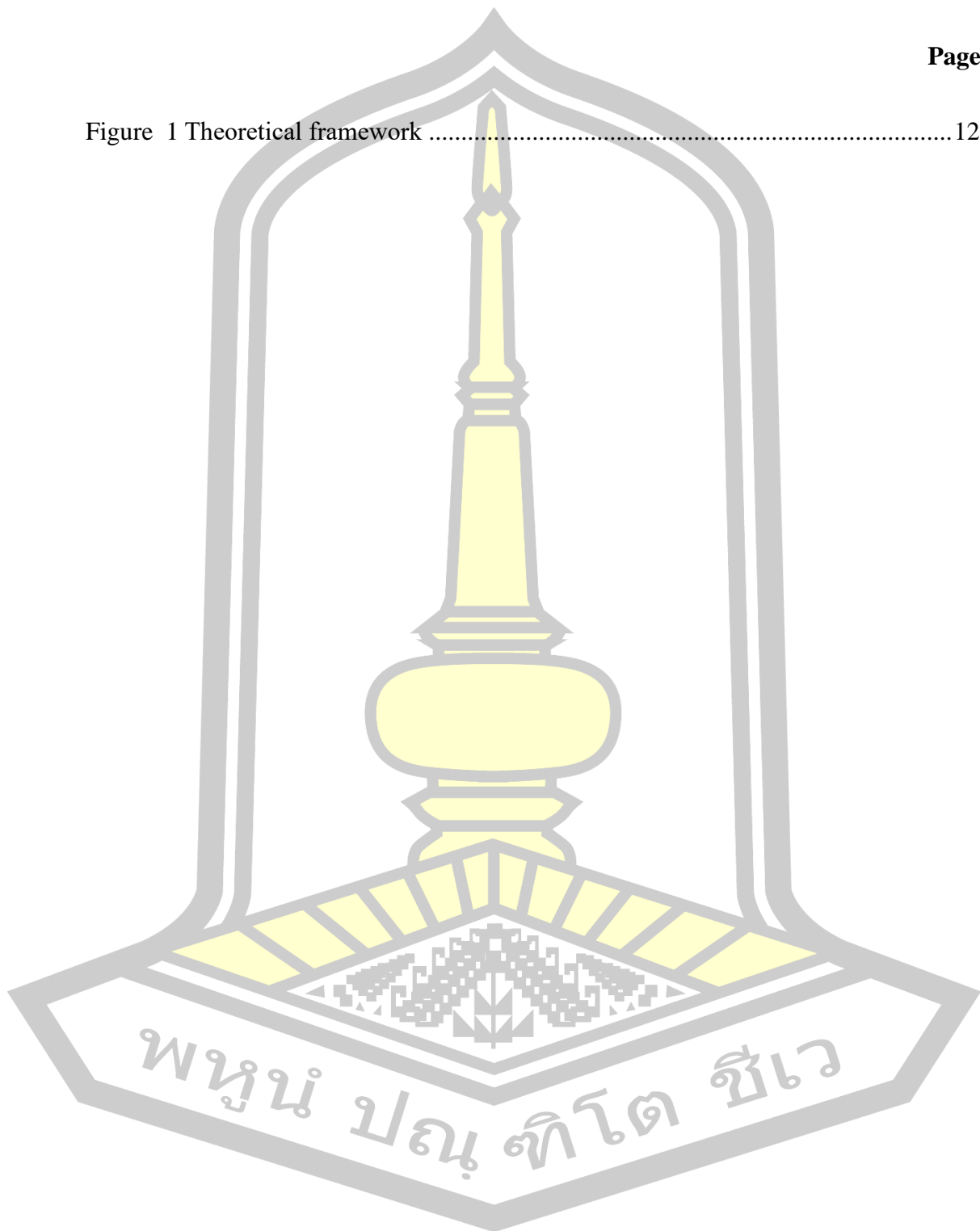
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CHAPTER I

INTRODUCTION

1.1 Background

In today's social environment, with the improvement of productivity and quality of life, people have more leisure time and their own lifestyles have been formed, creating a fertile environment for the development of leisure. It not only meets people's diversified choices for life needs, but also meets people's diversified needs for spiritual satisfaction. Therefore, people's pursuit of life has gradually changed from a single food and clothing to a higher level of spiritual enjoyment and physical and mental health, providing economic conditions for leisure activities. This change gave birth to an era of leisure and entertainment (Wang Biqu, 2009). Leisure, as a way to measure the degree of social civilization, reflects a country's productivity level, which is the crystallization of material civilization and spiritual civilization and a brand-new way of life and state.

With the pace of building a well-off society in an all-round way in China, people's values and traditional life patterns have been innovated. The innovation and development of household appliances and the modernization of social services have greatly improved the convenience of daily life and significantly reduced the time for housework. In addition, the rapid development of transportation and communication also greatly saves people's communication and communication time, which leaves more free time for people to arrange leisure activities, which also means that leisure plays an extremely important role in people's daily life. Therefore, the time structure of a person's life is changing from a labor-centered model to a dual model of labor and leisure.

Leisure sports, an important part of leisure activities, is an educational activity implemented by sports activities to achieve people's leisure purposes. Guiding people to arrange leisure life scientifically, experience life, realize people's free and all-round development and understand the true meaning of life is helpful to relax mood, relieve fatigue, strengthen physique and improve mentality. It has the characteristics of rich content, strong randomness, high interest and wide participation. China in the 21st century is experiencing a new understanding of sports behavior and sports concept,

which has gradually penetrated into people's daily life .Under this background, the reform of physical education to meet the social requirements has been put on the agenda .As a scientific and healthy lifestyle and state, leisure sports have increasingly become an indispensable part of people's lives .It is of great practical significance to the formation of people's healthy lifestyle, the promotion of the national health plan and the promotion of social development (Jia Lijun, 2011).

In the field of higher education in China, college students, as the main force of the country's future development and construction, their health status is particularly important .In the current economic and social environment, college students are faced with pressures from life, family, employment, economy and other aspects, which has caused great mental and psychological burdens to them .Faced with these problems, leisure sports education can't only help college students reduce stress and improve their health, but also help them form healthy living habits and positive attitudes towards life . The human resource management of leisure sports specialty is the key to ensure the quality of education and training effect, and make it match the social needs and students' expectations .The human resource management of leisure sports specialty is an effective way to solve this problem, which has attracted more and more attention in colleges and universities.

However, there are obvious problems in the human resource management of leisure sports majors in China universities :on the one hand, due to the emerging majors, the human resource management methods are not perfect, the actual needs are not understand, and the educational contents and methods are adjusted to make students closer to reality in the learning process .Therefore, it is difficult for schools to ensure the quality and quantity of professionals .On the other hand, this major is very practical, and how to combine theory with practice is also a problem facing colleges and universities .These problems directly affect the employment prospects of college students and the quality of leisure physical education.

The 20th National Congress of the Communist Party of China (CPC) Document Collection states: "Education, science and technology and talents are the

basic and strategic supports for building a socialist modern country in an all-round way . We must insist that science and technology are the primary productive forces. Talent is the primary resource, and innovation is the primary driving force, and implement in depth the strategy of building a country through science, education and talent, and innovation-driven development, explore new areas and new tracks for development, and constantly create new momentum and new advantages for development”(The 20th National Congress of the Communist Party of China,2022) .This means that higher education institutions need to make continuous innovations in educational methods, contents and objectives to adapt to the development of the times and the needs of the industry.

Under this background, the competition of higher education is no longer limited to the traditional academic boundaries, but also involves the market segments of various fields and professions. Especially in the field of physical education, with the increasing attention of society to health and leisure, the related education and training market is expanding rapidly. In this environment, in order to attract students and obtain better teaching results, colleges and universities are facing unprecedented competitive pressure. This kind of competition is actually a double-edged sword. It urges all higher education institutions to constantly innovate themselves and improve the teaching quality and research level. But this also increases their challenges in talent training, resource utilization and management efficiency. Obviously, effective human resource management has become an important issue. Only those schools that can attract, train and manage talents efficiently can be invincible in this competition.

In developed countries such as Europe and America, after decades of development, leisure sports specialty has been established in most higher education institutions and has achieved remarkable results .They have not only established a complete discipline system, but also made remarkable achievements in practice and research .The experience and mode of human resource management in these developed countries provide us with valuable reference .It plays a vital role in modern social life and is relatively perfect in human resource management .In 2007, leisure sports

specialty was established in China with the approval of the Ministry of Education, which indicates that China's physical education has begun to shift from the traditional mode to a more cutting-edge and advancing with the times, and it is an important breakthrough in China's traditional sports concept .It means that China's understanding of sports has changed from traditional social sports, mass sports and competitive sports to the understanding of enjoying sports in the future, which marks a great progress in physical education teaching (Ma Huidi, 2008).

However, the human resource management of leisure sports major in China universities is still in the traditional and hierarchical pyramid management, and it has long faced many problems and challenges, such as the pursuit of quantity rather than quality, the shortage of professional high-level personnel, the backward management concept, the imperfect welfare and salary system, and the lack of resources .This not only affects the participation and effect of college students' leisure sports activities, but also limits the healthy development of leisure sports specialty in China universities .No matter in any industry or field, management mechanism is the embodiment of core competitiveness .In leisure sports specialty, the construction and operation of management mechanism is directly related to the training effect of talents, the effective use of resources and the overall quality of education .In short, an efficient and scientific management mechanism is the key to ensure the maximum utilization of educational resources, thus improving the students' training effect.

Therefore, this research chooses the background of human resources management of leisure sports major in China universities, which is of great practical significance, in order to deeply explore the existing problems and possible solutions . We expect that through this research, we can provide some scientific and systematic management strategies and methods for leisure sports specialty, so as to better promote the sustained and healthy development of this specialty .Furthermore, we also hope to improve the quality of life of college students and their physical and mental health by optimizing the educational environment and services of leisure sports majors, and make positive contributions to building a healthy and harmonious society .We firmly believe that understanding and attaching importance to the value of leisure sports will help the

whole society to better understand the multiple benefits that leisure sports bring to individuals and the whole society.

1.2 Research Questions

This research has four questions, these are :

1. What are the components and indicators of human resource management in leisure sports majors in Chinese colleges and universities?
2. What is the current condition and ideal status of human resource management in leisure sports majors in Chinese colleges and universities?
3. What are the guidelines for improving human resource management in leisure sports majors in Chinese colleges and universities?
4. What are the results of the evaluation of the guidelines for human resource management in leisure sports majors in Chinese colleges and universities?

1.3 Research Objectives

This research has four objectives, these are:

1. To investigate the theoretical and practical system of human resource management in leisure sports majors in Chinese colleges and universities, and to construct its components and indicators.
2. To explore the current situation and ideal state of human resource management in leisure sports majors in Chinese colleges and universities.
3. To develop and design the guidelines for human resource management in leisure sports majors in Chinese colleges and universities.
4. To evaluate the guidelines for human resource management of leisure sports majors in Chinese colleges and universities.

1.4 Research significance

1.4.1 Theoretical significance

In today's society, higher education and its related management issues have become a hot field of theoretical research .The core of this study, that is, the in-depth discussion on the human resource management of leisure sports major in colleges and

universities, undoubtedly provides a new and challenging research object for this research field. Through careful analysis of this specific field, we can not only find the specific problems and challenges, but also put forward targeted solutions and methods, thus providing new research motivation and direction for the whole theoretical research community.

Leisure sports, as an increasingly important field in modern society, its connotation and value far exceed the traditional definition of "entertainment." Its potential for improving physical and mental health and quality of life has been recognized by scholars and practitioners. This study is based on the in-depth excavation of the important field of leisure sports, hoping to provide a more solid foundation for the theoretical research and practical application of leisure sports through the exploration of human resource management of leisure sports specialty in colleges and universities.

Under the current higher education environment, human resource management has become the key to improve the quality and effect of education in colleges and universities. Therefore, this study is of great theoretical significance for opening up new ideas of human resource management in colleges and universities and exploring the innovation and optimization of its management model. Especially for the practice of human resource management of leisure sports major in Chinese colleges and universities, this study not only provides useful reference for practitioners, but also provides valuable research materials and observation angles for theoretical researchers.

1.4.2 Practical significance

Under the current background, leisure sports is no longer a simple entertainment activity, but a key field closely related to college students' physical and mental health, quality of life, social skills and even future career planning. In the teaching and practice, leisure sports majors in colleges and universities in China are facing a series of problems caused by improper management of human resources. These problems not only affect students' learning experience and effect, but also may affect their future life choices and lifestyles. Therefore, it is of inestimable value for the healthy development of the whole higher education field and even the whole society to

study the human resource management of leisure sports specialty in colleges and universities in China and find reasonable and effective strategies and means.

At the same time, systematically and comprehensively interpret and analyze the above problems, and provide practical solutions. This will help to improve college students' physical and mental health, improve their quality of life, let them enjoy their college time better, and better prepare for their future life and career. At the same time, more scientific and forward-looking human resource management strategies and methods can effectively promote the overall progress of China's higher education, optimize the allocation of educational resources, ensure that every student can study in the best environment, and then obtain the best learning effect.

In addition, the results of this study will provide useful reference for educational decision makers, school administrators, educators and all those who care about the development of education. According to these research results, they can adjust and improve relevant policies, teaching methods and resource allocation, ensure that China's education reform and development are always on the right path, and lay a solid foundation for the sustained, healthy and harmonious development of the whole society.

1.4.3 Expected benefits

We can get a detailed and in-depth data report on the current situation and existing problems of human resources management of leisure sports major in colleges and universities in China, which will bring a new research perspective and depth to academic circles and provide valuable reference for educators and decision makers in practice.

We can get a summary of the problems about the human resource management of leisure sports major in China universities, which will help to solve the problems more pertinently, and thus improve the development status of leisure sports major quickly and effectively.

We can get management strategies and guidelines as an important reference for improving the current situation of human resources management of leisure sports specialty, optimizing specialty construction, improving teaching quality and

student satisfaction, and provide a clear direction for human resources management of leisure sports specialty in colleges and universities in China, and promote the development of Leisure Sports Major.

1.5 Research Scope

1.5.1 Content

This Research has four phases. According to the development of leisure sports majors in Chinese colleges and universities, we will have a clear understanding of the overall development context and current situation of this field. In addition, combined with the actual needs of this study, the research object selecte from universities that offer leisure sports majors and universities that offer leisure sports majors nationwide. Five universities with five-star first-class majors in comprehensive professional construction are selected. These five universities not only represent the highest academic level of leisure sports majors, but also have outstanding performance in professional construction, teaching quality, academic research, etc, and are recognized as leaders in this field. According to Wan Youlin (2020), Ma Xiaoping (2018), Qiao Chengcheng (2020), Ding Liying & Jia Liqiang (2021), Liu Cui'e & Wang Ji (2023) and Li Yang (2022) on human resource management and related research, the scope of human resources involved in this study is set as human resource planning management, recruitment management, training management, assessment management, promotion management, and compensation management. Each component is divided into two major indicators, which are further divided into 6-8 sub-indicators. See Appendix D for details.

1.5.2 Guidelines Development

Through in-depth research on these universities, we can absorb and learn from their successful experiences and strategies in human resource management. Using this as data support to improve and solve human resource management problems will be more conducive to promoting the long-term progress of my country's leisure sports higher education. The researchers designed a detailed management manual.

1.5.3 Research process

Phase 1: To investigate the theoretical and practical system of human resource management in leisure sports majors in Chinese colleges and universities, and to construct its components and indicators.

The research subjects were classified according to their job status and work experience, and a questionnaire survey was used to collect data. The overall research: Among the colleges and universities that offer leisure sports majors in the content scope, five colleges and universities with five-star first-class majors in the comprehensive professional construction score were selected. The total number of teachers related to leisure sports majors was 56, and the number of managers was 32. The research sample was: According to the Krejcie and Morgan sampling table, in order to ensure the reliability of the data and keep the error within 5%, the sample size was set at 80. Determine the composition and indicators of human resources management by sorting out the survey of the research subjects and relevant literature.

Phase 2: To explore the current situation and ideal state of human resource management in leisure sports majors in Chinese colleges and universities.

Interviewee selection: managers in sample colleges and related majors, mainly principals, vice-presidents or personnel of the same level, deans of sports colleges or heads of leisure sports majors. Select multiple roles for interviews to obtain understanding and needs for educational resource management from different angles and levels.

Interview content setting: mainly focus on the current situation of human resource management in leisure sports majors and the problems and difficulties of each college.

Interview method: face-to-face in-depth interviews, telephone interviews or online interviews. Try to ask open-ended questions, encourage interviewees to express personal opinions and provide detailed information.

Information processing and analysis: Use recording, video recording or on-

site notes, etc., keep relevant materials confidential and promise to destroy them after the research is completed. Subsequently, the information is sorted and analyzed to extract the core issues and needs of human resource management in leisure sports majors.

Phase 3: To develop and design the guidelines for human resource management in leisure sports majors in Chinese colleges and universities.

The specific process is as follows:

Data integration and analysis: Based on all the data collected in the first two stages, comprehensive data integration and analysis are carried out. In this process, the current situation, problems and challenges of human resource management in leisure sports majors will be analyzed in depth by combining the statistical results of quantitative data and the content analysis of qualitative interviews. The key parts of the guidelines will be determined by applying the priority needs index (PNI) and combining the needs, expectations and current implementation status of the respondents.

Research conclusions: Through the analysis of all data and information, the researchers will draw the main conclusions of this study. These conclusions will provide strong theoretical support for the human resource management of leisure sports majors in colleges and universities and provide reference for subsequent practical activities.

Policy recommendations: Invite experienced experts to understand their views and suggestions to ensure the comprehensiveness and practicality of the guidelines. Based on the summary of the research conclusions, a series of policy recommendations for human resource management in leisure sports majors are proposed. These recommendations are intended to help relevant departments and units better manage human resources, thereby promoting the healthy development of leisure sports majors.

Phase 4: To evaluate the guidelines for human resource management of leisure sports majors in Chinese colleges and universities.

The details are as follows:

Evaluation of the existing guiding ideology: According to the implementation guidelines of the third phase, field visits were conducted to the leisure sports majors of five colleges and universities to understand the actual implementation. For these five universities, the differences between the implementation guidelines formulated in the third phase and the actual implementation are compared to evaluate the advantages and disadvantages of the existing human resource management guiding ideology. In addition, other relevant studies at home and abroad are compared to evaluate the cutting-edge and adaptability of the current guiding ideology.

Constructing a human resource management model for leisure sports majors in colleges and universities:

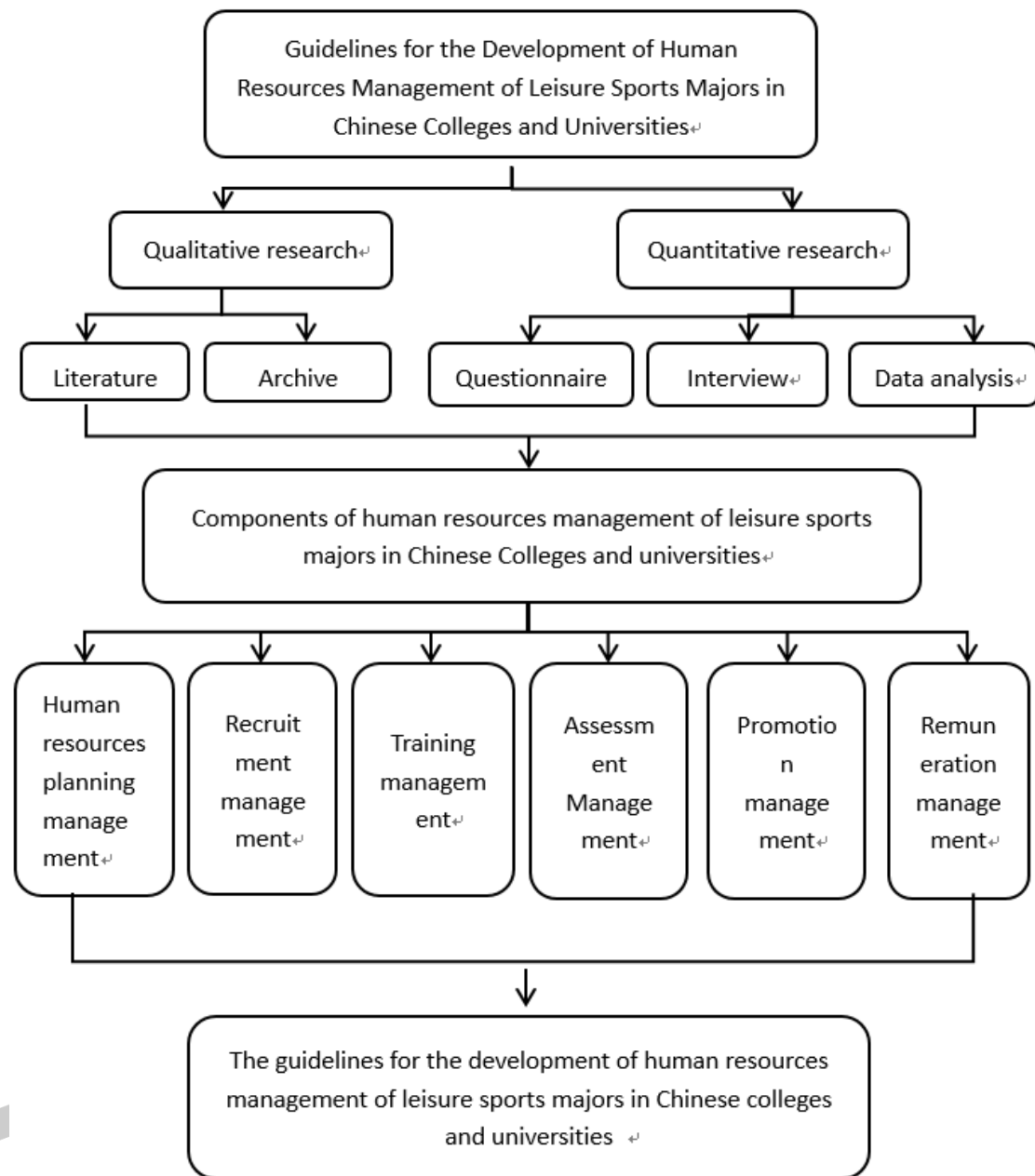
Based on the research results of the first, second and third phases, comprehensively examine the needs of human resource management for leisure sports majors. Compare the research findings of the first three phases with successful human resource management models in other fields to identify management points that may be suitable for leisure sports majors in colleges and universities. Preliminary construction of the management model and invite experts to review it.

Testing and feedback: Select 1-2 colleges and universities as pilots to implement the new human resource management model. During the pilot period, closely track the implementation of the model and collect feedback from all aspects in a timely manner. After the pilot is completed, the management model is finally improved and revised in combination with the actual situation in the pilot. Based on the research findings, provide suggestions and directions for human resource management for leisure sports majors in colleges and universities. In view of possible changes in the future, suggestions are made for the continuous improvement and adaptation of the management model.

1.6 Theoretical Framework

According to Wan Youlin (2020), Ma Xiaoping (2018), Qiao Chengcheng (2020), Ding Liying & Jia Liqiang (2021), Liu Cuie & Ji Wang (2023) and Li Yang (2022), the researcher determined the framework of this study, as shown in Figure

Figure 1 Theoretical framework



1.7 Term definition

The terms in this study are defined as follows:

1) Leisure refers to people's free time to relax, entertain, improve themselves or participate in social activities after completing their work or study tasks, and is an indispensable part of daily life. Leisure activities can't only help people relieve stress and enhance their physical and mental health, but also improve their quality of

life and enrich their personal lives.

2) Leisure sports refers to all kinds of sports activities carried out in leisure time, aiming at improving physical health, spiritual enjoyment, relaxing body and mind and improving skills. These activities include, but are not limited to, ball games, fitness exercises, outdoor activities, dancing exercises etc. aiming at meeting the needs and interests of different groups of people. Different from traditional competitive sports, the focus of leisure sports is to participate in and enjoy the sports process, rather than the pursuit of competition and achievements.

3) Human resources refer to the total population of working age, under working age and over working age who have the ability to work in a country or region. It also refers to what people in an organization have in a certain period of time that can be used by enterprises and contribute to value creation. The scope of this study is a series of processes and systematic organizational strategic activities in the field of leisure sports in China universities. It can be divided into the following six aspects:

(1) Resource planning and management: refers to the systematic process of continuous prediction, comprehensive planning and strategic adjustment for the demand, supply, distribution and development trend of the teaching staff of leisure sports specialty in colleges and universities. Its main goal is to ensure that the number, structure and quality of the teaching staff match the short-term and long-term development needs of the specialty, so as to ensure the quality of education and promote the continuous progress of the discipline.

(2) Recruitment management: The recruitment management of leisure sports major in colleges and universities aims to meet the specific needs of the major. This process covers every link from the demand analysis of teachers and staff, to the release of job advertisements, to the screening, evaluation and final determination of suitable candidates. In order to ensure that our academic team conforms to the educational philosophy of colleges and universities, the recruitment process must adhere to the principles of fairness, justice and transparency, so as to improve the

academic level of our major and the overall quality of education.

(3) Training management: In order to ensure that every faculty member can play the greatest potential in the field of leisure sports, colleges and universities provide a series of training opportunities. These trainings are designed to help new employees get familiar with their jobs or help existing employees adapt to the new teaching environment or technology. This involves determining training needs, making training plans, and subsequent training effect evaluation to ensure that each training can bring the expected results.

(4) Assessment management: Leisure sports majors insist on regular employee performance evaluation to ensure that the quality of teaching and research is always maintained at the highest standard. Through standardized evaluation methods, we continuously supervise the work achievements and attitudes of faculty and staff to encourage their outstanding performance and find and correct any existing problems in time. In addition, these evaluations also provide an important basis for management's decision-making, such as promotion, retraining or salary adjustment.

(5) Promotion management: In the leisure sports major, we provide a clear career promotion path for teaching staff, such as from teaching assistants to lecturers, or from lecturers to professors. These promotion opportunities are based on the professional performance, skills, experience and contribution to the college. We believe that providing employees with opportunities for career development can increase their work motivation and loyalty, thus better serving students and colleges.

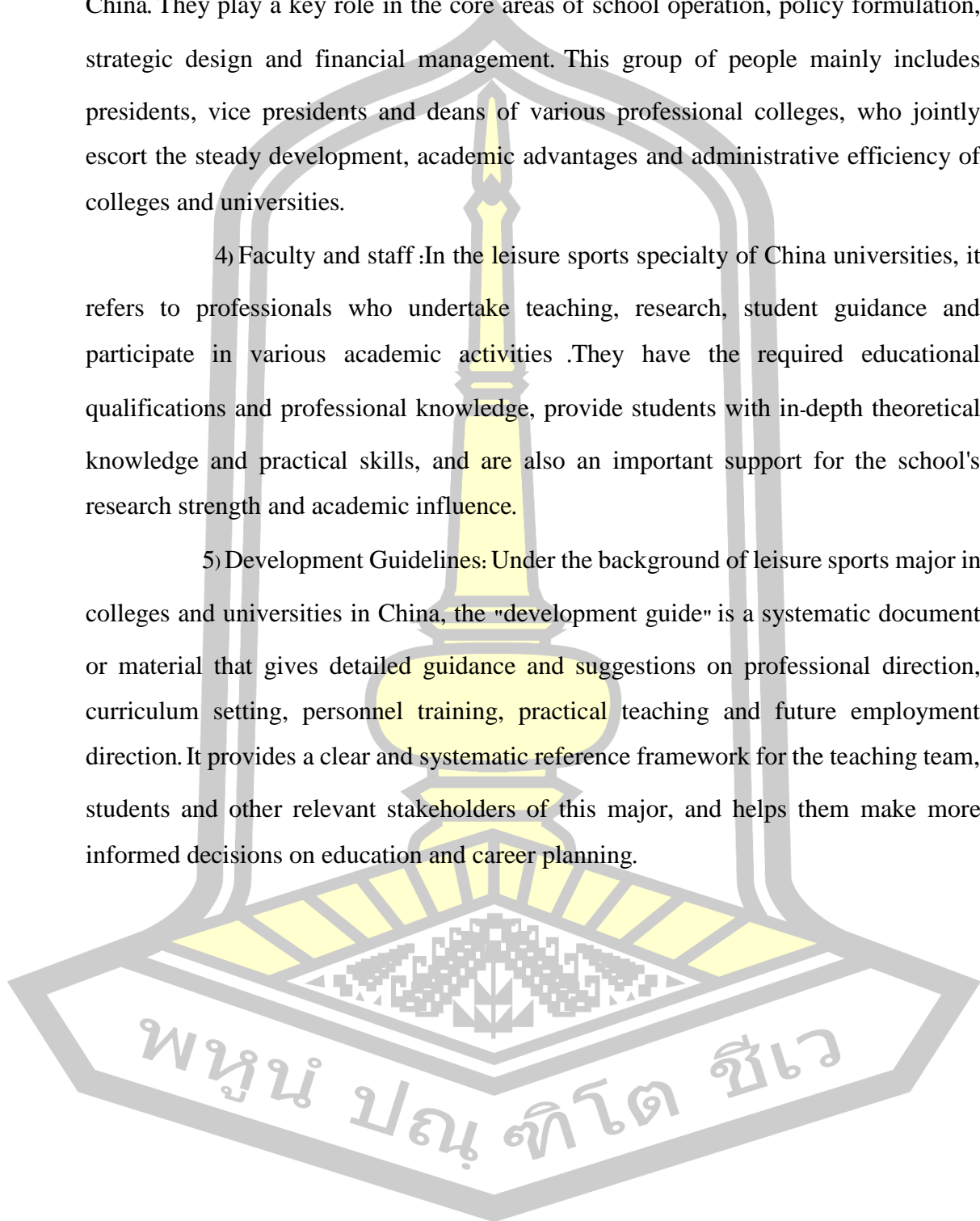
(6) Compensation management: The compensation management of leisure sports majors aims to ensure that our salary remains competitive with the market and other academic institutions. Salary includes fixed salary, performance bonus and other benefits, which are determined based on the contribution of employees, market competition and the financial situation of the college. Our goal is to ensure that the salary structure is fair and reasonable and can attract and retain the best talents.

University administrators: Refers to the personnel who are responsible for key

management and decision-making responsibilities in higher education institutions in China. They play a key role in the core areas of school operation, policy formulation, strategic design and financial management. This group of people mainly includes presidents, vice presidents and deans of various professional colleges, who jointly escort the steady development, academic advantages and administrative efficiency of colleges and universities.

4) Faculty and staff :In the leisure sports specialty of China universities, it refers to professionals who undertake teaching, research, student guidance and participate in various academic activities .They have the required educational qualifications and professional knowledge, provide students with in-depth theoretical knowledge and practical skills, and are also an important support for the school's research strength and academic influence.

5) Development Guidelines: Under the background of leisure sports major in colleges and universities in China, the "development guide" is a systematic document or material that gives detailed guidance and suggestions on professional direction, curriculum setting, personnel training, practical teaching and future employment direction. It provides a clear and systematic reference framework for the teaching team, students and other relevant stakeholders of this major, and helps them make more informed decisions on education and career planning.



CHAPTER II

LITERATURE REVIEW

Through refinement and integration theory and empirical research, the related ideas in this research field are clarified. This chapter introduces specific theoretical relations to establish the boundaries of research. Through the presentation and explanation of this part, readers will be able to further explore the research foundation under the conditions of resources and other restrictions.

In addition, this chapter will also guide researchers to avoid deviating from the theme, and the second chapter demonstrates:

2.1 Overview of leisure sports

2.1.1 Leisure sports

2.1.2 Leisure sports major

2.2 Human resource management

2.2.1 Concept of human resource management

2.2.2 Importance of human resource management

2.2.3 Scope of human resource management

2.3 Human resource management in colleges and universities

2.3.1 Concept of human resource management in colleges and universities

2.3.2 Importance of human resource management in colleges and universities

2.3.3 Process of human resource management in colleges and universities

2.3.4 Measures of human resource management in colleges and universities

2.3.5 Scope of human resource management in colleges and universities

2.4 Human resource management of leisure sports major in Chinese colleges and universities

2.4.1 Human resource planning management

2.4.2 Recruitment management

2.4.3 Training management

2.4.4 Assessment management

2.4.5 Promotion management

2.4.6 Compensation management

2.5 Related literature at home and abroad

2.5.1 Status of domestic research

2.5.2 Foreign research status

2.1 Overview of leisure sports

2.1.1 Leisure sports

The research on leisure sports in foreign countries such as the United States, Britain, Canada and Japan started earlier. According to Du Martie's three-function theory, Newlinger's leisure mode, Delfo's leisure satisfaction theory and Kelly's leisure form theory, they put forward the concept system of leisure and sports mode and leisure and sports (Rojek, 1997). Among them, Kelly's theory of leisure forms is quite representative. This theory emphasizes the types of leisure found in face-to-face interactions, family dynamics, and the narratives discovered within our roles and routines (Kelly, 1981).

In China, the development of leisure sports is relatively late. Although leisure sports is a brand-new subject in China, its importance is self-evident. This field is to let people find ways to release pressure and adjust the pace of life in their busy lives, and leisure sports can just meet this demand. For the definition of leisure sports, different experts and scholars have different understandings, so far, there is no recognized view. Researchers use words such as leisure sports, leisure sports, sports leisure, leisure sports, leisure sports, leisure sports, recreational sports to express this concept. With the passage of time, after 2002, most scholars began to use the term "leisure sports".

Zhou Bing mentioned in Leisure Sports that leisure sports is a self-sufficient social and cultural activity that people meet their physical and mental needs

through direct or indirect experience in the free time (Zhou Bing, 2004). Wang Jin and others concluded that leisure sports, in their spare time, use various methods and means to carry out various forms and contents of physical entertainment, which is the communication mode and means of modern civilized society. (Wang Shen, 2001)

Some researchers believe that leisure sports can be viewed from different perspectives. From the perspective of leisure, Yu Kehong and Liang Ruowen believe that leisure sports is physical exercise in leisure time, which is not strictly limited by activities and facilities, and pursues a smooth psychological state, so that individuals can enjoy both body and mind (Yu Kehong and Liang Ruowen, 2003). From the psychological point of view, Lu Yuanzhen believes that leisure sports should make people actively participate in it, free from the constraints or temptations of other factors, and can be regarded as a meaningful form of sports activities.

Li Xiangru and others deeply analyzed leisure sports from the perspective of time and culture in the textbook *Introduction to Leisure Sports*, and also understood and defined the meaning of leisure sports from the mission, goal and importance of leisure sports. The definition they put forward is: "Leisure sports is a self-sufficient social and cultural activity that people meet their physical and mental needs through direct or indirect experience through sports in their free time." (Li Xiangru, Ling Ping, Lu Feng, 2011), a relatively accurate definition considered by researchers, has also been mainly adopted in this study. Scholars from different fields and perspectives explore the definition of leisure sports, but they all embody the essence of leisure, implement the spirit of sports and pay attention to the development relationship between them.

Based on the above literature, leisure sports can be understood as a social and cultural phenomenon. It usually includes sports activities that are carried out in free time and aim at physical and mental health and fun. No matter from the leisure or psychological point of view, leisure sports are regarded as an active and independent form of participation, which enables people to meet their daily needs and get spiritual relaxation and satisfaction. This understanding of leisure sports emphasizes its position in contemporary social and cultural activities and its importance to individual physical

and mental health.

2.1.2 Leisure sports major

Leisure sports specialty is a cross-disciplinary specialty that focuses on leisure and sports on the basis of leisure sports and combines educational concepts and methods. Abroad, the focus of leisure sports specialty research often centers on the relationship between Leisure Time Sports Activities (LTSA) and life satisfaction. For instance, a representative survey study from Germany titled "Leisure Time Sports Activities and Life Satisfaction: Deeper Insights Based on a Representative Survey from Germany" found that LTSA is correlated with overall life satisfaction and satisfaction in specific domains, such as interpersonal relationships, appearance, leisure, work, and health, with a particularly significant impact on leisure satisfaction (Mutz, Reimers & Demetriou, 2021).

In China, it is generally set up as a leisure sports major, which is an ad hoc major approved by the Ministry of Education in 2007. It specializes in theoretical research and practical training for leisure sports. Its goal is to cultivate students' understanding and application of leisure sports knowledge, and its focus is not only on skills training, but also on providing in-depth understanding of the whole leisure sports industry, so that they can promote and practice leisure sports in various environments and situations.

The construction of leisure sports specialty is not a simple task, which includes formulating and perfecting professional education standards, developing and updating curriculum content, improving educational environment, improving teaching methods and means, and enhancing students' practical experience. The development of this major needs to keep pace with the leisure needs of society and the development of sports, and also needs to reflect the new progress of educational concepts and teaching methods. Only by comprehensively considering social needs, educational resources, students' characteristics and market development, and constantly exploring and innovating in practice, can the goal of cultivating applied talents be truly realized (Shi

Zhenguo, 2010).

Different experts and scholars have their own unique views on the construction of leisure sports specialty at home and abroad from their own perspectives and levels, and put forward their own views. Their research results provide a reference for the development of leisure sports specialty construction:

Western developed countries not only put forward the concept of leisure sports first, but also built leisure sports specialty first. Peng Wenge pointed out that the degree, diploma, license and minor settings of foreign universities in this major are relatively mature and distinct; Its undergraduate, postgraduate and minor courses have various settings and names (Peng Wenge, 2008). Degree plus minor mode is also the main way to develop leisure sports specialty, which can better reflect diversified development.

Shao Yuhui explored the training objectives, curriculum, student employment and other measures in the construction of leisure sports specialty in the United States, and affirmed the advanced nature of the construction of leisure sports specialty in the United States. In addition, Cao Shiyun pointed out from the perspective of comparison between China and the West that China's leisure sports major is significantly different from the West in terms of education system and training methods, and these characteristics need to be fully considered and utilized in the construction process. He emphasized that the construction of leisure sports specialty in China needs to cultivate applied talents who can skillfully deal with problems in leisure services, planning structure and operation (Cao Shiyun, 2008).

In recent years, the number of people participating in leisure sports in China is not small, and there is a trend of sustained and rapid growth, resulting in a great demand for leisure sports. Therefore, it is necessary for universities in China to increase research in this field and establish some effective methods related to it. Shi Zhenguo and others jointly set up some hypotheses. In order to promote the maturity of leisure sports education specialty, we should add some special leisure sports research that is meaningful to society and available to people in the process of specialty

construction, and vigorously advocate the concern for humanities.

2.2 Human resource management

2.2.1 The concept of human resource management

As a systematic and specialized field, human resource management (HRM) has been widely studied and discussed. In recent years, it has surpassed the traditional concept of "personnel management" and become an indispensable part of modern enterprise management. Its core is to realize that every employee in the organization is a unique and valuable resource and needs to be properly managed and developed (Chamorro-Premuzic, 2017).

Zhao Shuming believes that we can see the basic elements of human resource management, including personnel selection, training and evaluation. He emphasized "appropriate and effective" management, which means that human resource management is not just to simply perform some routine tasks, but to ensure that the implementation of these tasks can bring real value to the organization. He further mentioned that human resource management should be a strategic process within the organization, not just some daily operational activities. (Zhao Shuming, 2000).

Niu Yuan mentioned that human resource management has been classified from a broader perspective. Human resource management has two main components, namely strategic human resource management and operational human resource management. Strategic human resource management focuses on how organizations can achieve their business goals and competitive advantages through human resource management strategies. This includes formulating human resource management strategies, determining the organization's human resource needs, and formulating recruitment, retention, development and incentive policies. Operational human resource management focuses on how to implement these strategies and policies, including recruitment and selection, performance management, training and development, and compensation management (Niu Yuan, 2017).

Yan Ling pointed out that the goal of human resource management is to ensure that organizations have the ability to attract, retain, develop and motivate their

human resources, thus promoting the realization of organizational goals and the establishment of competitive advantages (Yan Ling, 2022). A successful human resource management system needs clear objectives, strategies, methods and tools. And all this must be based on in-depth understanding and respect for talents. Because everyone is unique and has its unique value and potential. Only by truly recognizing this point can we achieve real "human resource management".

According to the above discussion, human resource management can be defined as a series of management activities and practices involving human resource strategy formulation, recruitment, employment, management, development and encouragement in an organization. The ultimate goal of human resource management is to achieve the business objectives and competitive advantages of the organization through effective management of human resources.

2.2.2 The importance of human resource management

In the operation of an organization, human resources are not just an employee or a group of people, but the lifeline of an organization. They are the key factors to achieve goals, improve efficiency, maintain competitive advantage and even form organizational culture and values.

Chen Rongrong pointed out that people are the most important factor, so organizations must attach importance to personnel management. But this is not only to attract and retain the best talents, but also to explore and cultivate their potential. Organizations should provide diversified training and development opportunities to help employees enhance their professional skills and knowledge, so as to improve their overall work efficiency or service quality. This means not only targeted training courses, but also opportunities for employees to take risks and innovate in the workplace, so as to explore their full potential (Chen Rongrong, 2002).

As an important way to realize organizational efficiency, human resource management has further demonstrated its deep significance. While attracting top talents, organizations should also ensure that they create an environment for sustainable growth. This involves not only providing the necessary resources, such as the latest technology

and equipment, but also motivating employees to pursue Excellence continuously. These are closely related to performance management and compensation management. Organizations need to ensure that their performance evaluation is fair and transparent, and at the same time provide a competitive salary and reward system to motivate employees to achieve better results (Lu Jian, 2023).

The research of Song Ye and Liu Hongmei has provided in-depth insights on how human resource management forms organizational competitive advantages. They pointed out that compared with other resources, human resources are more difficult to imitate and replace because of their uniqueness. This is because every employee has his unique skills, experience and perspective. Therefore, when organizations can effectively manage and utilize these unique resources, they can gain a real competitive advantage. In order to achieve this, organizations need to constantly innovate their human resources strategies to ensure that they are consistent with the overall strategy and objectives of the organization (Song Ye&Liu Hongmei, 2018).

Effective human resource management is the key factor to ensure the success of the organization, and human resource management can improve the job satisfaction and loyalty of employees. When the organization provides a good working environment, a fair salary system, rich career development opportunities, and a working atmosphere that respects and cares for employees, employees' job satisfaction and loyalty will be improved, thus enhancing employees' work enthusiasm and reducing employees' turnover rate (Qiao Chengcheng, 2020).

To sum up, human resource management is very important for the success of an organization, which affects its efficiency, competitive advantage, employee satisfaction and loyalty, and its sustainable development. And invest corresponding resources and energy to ensure that its human resource management strategy can be effectively implemented.

2.2.3 Scope of human resource management

Human resource management covers all kinds of employee-related management activities within the organization, not only attracting and selecting the

most suitable talents around the recruitment strategy, but also making the management process more perfect through various links. The scope of human resource management is not limited to these. With the change of organization and environment, human resource management can cover a wider range of fields and activities.

Wan Youlin pointed out that the six key links in human resource management are: personnel planning, recruitment management, training management, promotion management, performance appraisal management and compensation management. He believes that it is very important to recruit suitable talents, and continuous professional training can ensure that these people can adapt to the needs of teaching and training. The promotion mechanism should encourage teachers and coaches to seek higher teaching achievements, performance management should ensure that their work meets the best standards, and the salary mechanism should be fair to ensure their long-term retention (Wan Youlin, 2020).

Ma Xiaoping believes that integrating all resources is the key to human resource management, and mentioned that human resource management covers the scope of human resource management. Among them, recruitment and selection is one of the core functions of human resource management. This involves defining job responsibilities, and training is a means to ensure their continuous professional development. The promotion mechanism should encourage teachers to continuously improve their professional ability. Assessment management not only measures the work results, but also ensures the high quality of teaching and training. The fairness of compensation management is the key to motivating employees (Ma Xiaoping, 2018).

Qiao Chengcheng's research mainly involves manpower planning, recruitment management, promotion management, assessment management, compensation management and training management. Scientific recruitment management and reasonable promotion management are the keys to attract and retain talents, while fair assessment management and compensation management are effective ways to improve employee satisfaction, and systematic training management is an effective tool to enhance employee ability (Qiao Chengcheng, 2020).

Ding Liying and Jia Liqiang discussed the key parts of human resource management, including personnel planning, recruitment, training, promotion, performance, compensation management and talent management. Among them, the importance of recruiting correct talents is particularly emphasized, and it is noted that professional training can help talents better meet the teaching needs. Regarding talent management, they believe that effective talent management is the key to ensure the sustainable development and contribution of talents in the organization. At the same time, promotion should encourage experts to pursue Excellence, and performance should ensure high standards of work, while fair pay helps to retain them (Ding Liying & Jia Liqiang, 2021).

Liu Cuie & Ji Wang believes that the research mainly involves human resource planning, recruitment management, promotion management, compensation management and training management. Among them, the integration of overall resources is the core of human resource management. Within its scope, recruitment and selection are particularly important, because it is related to defining responsibilities. Training is the key to professional growth. They also mentioned that performance is not only an evaluation, but also ensures the high quality of teaching. As for salary, its fairness is the main incentive for employees, and it is an important part to ensure that the talents in the organization can get the correct orientation and development (Liu Cuie & Ji Wang, 2023).

Li Yang has studied all aspects of human resources, including human resource planning, recruitment, promotion, salary, talent and training management. He believes that scientific recruitment and reasonable promotion strategies are the core of attracting and retaining talents. In the aspect of talent management, Li Yang emphasized that continuous talent training and motivation is the key to ensure the long-term success of the organization. Li Yang also stressed that the fairness of salary and efficient talent strategy can significantly improve employee satisfaction, and systematic training is the key to enhance employee ability (Li Yang, 2022).

According to the above contents, the researcher divides human resource management into six aspects: human resource planning management, recruitment management, training management, assessment management, promotion management and compensation management, which serve as the research framework of the development guide of human resource management for leisure sports majors in Chinese colleges and universities.

2.3 Human resource management in colleges and universities

2.3.1 Concept of human resource management in colleges and universities

The term human resources in colleges and universities came into being after the concept of human resources management penetrated into the field of higher education, covering all employees engaged in education, scientific research and administration in higher education institutions, including teachers, researchers and administrators. These human resources are not only reflected in quantity, but more importantly, their knowledge, skills, experience and talents, as well as their contribution to the development of colleges and universities.

In the context of foreign higher education institutions, human resource management is not confined to the recruitment and hiring of personnel. It extends to a wide array of functions, encompassing the provision of knowledge, tools, training, administrative services, and legal and managerial guidance to facilitate the successful operation of universities (Brewer & Brewer, 2010).

Ma Xiaoping mentioned that Chinese human resources management in colleges and universities is a dynamic management process, including the planning, organization, adjustment and control of human resources development, allocation, use and evaluation. The senior managers of the school are committed to achieving the expanded reproduction and rational distribution of the school's human resources through the management of the school's human resources, giving full play to the enthusiasm of the teaching staff, and finally achieving the overall work goal of the school (Feng Xiaoping, 2018).

Shi Baodong believes that the goal of human resource management in colleges and universities is not only to reasonably combine and arrange the school

manpower, but to form excellent structure and synergy, so as to maximize the economic, social, educational, scientific and ecological benefits of school management, thus promoting the development of knowledge economy. The important way to achieve this goal is to effectively develop the human resources of the school, including fully exploring and rationally utilizing the existing human resources, and cultivating and developing the teaching staff (Shi Baodong, 2009).

Cao Xiping and Liu Jianjun put forward their opinions from the perspective of the overall development of colleges and universities. They believe that human resource development is an important and prominent function of human resource management in schools. This is not only because through effective development, the existing abilities, wisdom and talents of faculty and staff can be used to the maximum extent, but also their potential can be effectively expanded and brought into play. The cultivation and development of teaching staff is not only an important part of their personal career, but also an important driving force for the development of the school (Cao Xiping & Liu Jianjun, 2018).

Mo Feiping pointed out that the main tasks of human resource management in colleges and universities include selecting people, educating people, employing people and retaining people. The work of each link may be cross-cutting or interactive. For example, effective selection and training can help schools attract and retain the best employees, and at the same time, it can improve employees' satisfaction and loyalty by providing a good working environment and development opportunities, thus reducing the turnover rate of employees (Mo Feiping, 2020).

Based on the above literature, human resources in colleges and universities are the most important resources and the core force to promote the development of colleges and universities. The effective management and development of human resources in colleges and universities will help to improve the teaching quality, scientific research ability and social service level of colleges and universities, and further promote the all-round development of colleges and universities.

2.3.2 Importance of human resource management in colleges and universities

In modern society, the management and development of human resources are regarded as the key means to solve the problems faced by enterprises and social development. Especially in the era of knowledge economy, people become the main body of creating, spreading and applying knowledge. As an important place for personnel training, human resource management in colleges and universities is of special importance, mainly in the following aspects:

First of all, human resource management in colleges and universities can create a good research and teaching environment, cultivate harmonious personnel relations, stimulate the enthusiasm and creativity of faculty and staff, and improve the level of teaching and research. As Xu Ke said, "A good humanistic environment can make people feel comfortable, increase harmonious factors among people, and even encourage people to give full play to their talents." In such an environment, the innovation ability and teaching quality of faculty will be effectively improved (Xu Ke, 2022).

Secondly, it can enhance the core competitiveness of colleges and universities and boost the leap-forward development of colleges and universities. Xin Li and Wang Wei pointed out that the academic strength of colleges and universities stems from the quality of the work of faculty and staff, which directly affects the reputation of colleges and universities, and even relates to the students on which colleges and universities depend for their survival and development. Through the scientific management of human resources, a teaching and scientific research situation will be formed, and the overall quality of teachers will be improved to attract more talents (Xin Li & Wang Wei, 2023).

In addition, human resource management in colleges and universities is of great significance to social and economic development. Wan Youlin believes that the talent team in colleges and universities is an important force of national knowledge innovation and an important part of the high-level talent team. It is a powerful new force and power source for implementing the strategy of rejuvenating the country through

science and education and strengthening the country through talents, and plays a fundamental and strategic role in building a well-off society in an all-round way and accelerating the process of socialist modernization in China (Wan Youlin, 2020).

Finally, it can meet the needs of college teachers' self-development and promotion. Fan Wenjing said that by strengthening the management and development of human resources in colleges and universities, planning and guiding the career of human resources in colleges and universities, and actively paying attention to the needs of talents in colleges and universities, a good teaching and research atmosphere can be created to promote their own development and promotion, so as to better guarantee the realization of the development strategy of colleges and universities. (Fan Wenjing, 2022)

To sum up, human resources in colleges and universities not only affect the scientific research, teaching environment and the working attitude of faculty, but also have a far-reaching impact on the core competitiveness and social and economic development of colleges and universities. The management and development of human resources in colleges and universities is an important guarantee for colleges and universities to achieve their strategic goals, and its importance can not be ignored. Therefore, we should strengthen the research and practice of human resource management in colleges and universities to promote the sustained and healthy development of colleges and universities.

2.3.3 Process of human resource management in colleges and universities

The management of human resources in colleges and universities mainly involves the selection, education, employment and retention of people. Each aspect of work may be overlapping or interacting, and its specific contents can be summarized as human resources planning, human resources development and human resources evaluation.

Research indicates that the practice of human resource management in higher education institutions varies across different countries, each with its own models and challenges. For instance, in Saudi Arabia, there is a heightened awareness of Strategic Human Resource Management (SHRM) within higher education institutions,

yet they also face significant issues in the development of human capital, particularly among faculty members, necessitating a greater focus on their SHRM practices. This highlights the need for foreign higher education institutions to consider both internal and external factors in human resource management and to continuously adapt to the demands of educational and socio-economic development (Allui & Sahni, 2016).

In China, according to the development strategy, educational objectives and management objectives, as well as the changes in the school environment, the human resources planning of colleges and universities scientifically predicts and analyzes the supply and demand of human resources such as faculty and staff in the future education, teaching, scientific research, management and environment, so as to formulate corresponding policies and measures (Fan Wenjing, 2022). In this way, the school can obtain the quantity and quality of the needed talents at a proper time and in a certain position, and meet the long-term interests of the school and the staff. There are three kinds of human resources planning: long-term, medium-term and short-term, which correspond to the general description of specific principles and directions, the clear description of specific requirements and policies, and the implementation and implementation of specific implementation plans. There are two main goals of human resource planning: one is to formulate the strategic goals and development plans of the school. The second is to check the effect of the school's human resources alternatives and policies (Yang Jing, 2018).

The development of human resources in colleges and universities refers to the activities that senior managers use scientific methods to discover, develop and make full use of the faculty's ability and creativity in order to improve the efficiency and effectiveness of education, teaching, scientific research and management (Feng Xiaoping, 2018: 16-17). The development of human resources includes selecting people, educating people, employing people and retaining people. Selection is an important link in selecting and hiring teaching staff, which can be accomplished by internal selection and external recruitment. Educating people means cultivating teaching staff, and educating and training them through various training forms. Employing people is to

rationally allocate human resources, recruit talents according to their abilities, give play to individual and collective advantages, and improve work efficiency. Retaining talents is the key to keep talents stable and prevent brain drain, which requires effective incentive mechanism and excellent leadership (Tang Shaoli, 2020).

Human resource evaluation is an important part of human resource management in colleges and universities, which mainly collects, analyzes and evaluates the working attitudes, behaviors and work results of faculty and staff, so as to determine their work performance and feed back the evaluation results to themselves. This aims to help the teaching staff know their own strengths and weaknesses, carry forward their achievements, improve their weaknesses, and make training plans according to the actual needs of the teaching staff, improve their future work behavior, and promote the achievement of the overall work objectives of the school. At the same time, the performance evaluation of teaching staff is also the objective basis for formulating the system of labor remuneration, reward and punishment, professional title evaluation and job promotion in schools. When evaluating the performance of faculty and staff, we should follow the principles of fairness, standardization, accuracy, objectivity and scientificity, and use various methods to evaluate the performance and behavior of faculty and staff regularly or irregularly (Zhang Jing, 2018).

Generally speaking, the management of human resources in colleges and universities is a systematic and continuous process, and its goal is to provide strong human support for the long-term development of the school and enhance its competitiveness and sustainable development ability.

2.3.4 Measures of human resource management in colleges and universities

Human resource management in colleges and universities is an all-round management activity aimed at improving the quality and efficiency of education, which covers all the staff engaged in education, scientific research and administration in higher education institutions, including teachers, scientific researchers, administrators and so on. Optimizing and upgrading personnel management in colleges and universities is undoubtedly a complex and challenging task, which requires us to comprehensively improve and innovate management activities. In addition, in order to

ensure the fairness and efficiency of human resource management, the government has made detailed regulations on personnel management in colleges and universities at many levels.

According to the policies issued by the “Central Committee of the Communist Party of China” and the “Ministry of Education, such as Interim Measures for the Management of Leaders in Colleges” and Universities, Regulations on the Management of Leaders in Public Institutions, and Measures for the Management of Capital Construction in Colleges and Universities Directly under the Ministry of Education, we can clearly see that the government's requirements for the management of personnel in colleges and universities mainly focus on several core aspects, such as teachers' professional development and skills upgrading, fair and transparent personnel decision-making, competitive salary and welfare, diversified development opportunities, and optimized resource allocation.

In terms of teachers' professional development and skills upgrading, the government's active promotion and the response of universities have achieved remarkable results. In different disciplines, colleges and universities have set up targeted training courses on professional skills and teaching methods, which enable teachers to acquire new professional knowledge and learn how to teach them to students more effectively. This systematic professional training has undoubtedly greatly improved the teaching level of teachers and further improved the overall teaching quality (Zhang Yumei, 2022).

For fair and transparent personnel decision-making, colleges and universities have formulated clear rules and regulations, which stipulate the process of teacher selection, promotion and training, and strive to improve fairness and transparency in personnel decision-making. Colleges and universities have also established an open, fair and just evaluation mechanism, so that every teacher can have a clear understanding of their own development and ensure that every teacher has a fair development opportunity (Wan Youlin, 2020).

In terms of competitive salary and benefits and diversified career development opportunities, Fan Wenjing believes that universities in China have done

a lot of work. They offer competitive salaries and benefits to attract and retain outstanding educational talents. These outstanding educators not only performed well in teaching, but also made important contributions to scientific research and social services (Fan Wenjing, 2022).

Finally, from the perspective of optimizing resource allocation, many colleges and universities have begun to use information technology to optimize resource allocation, realize online interaction between students and teachers, share online teaching resources, and improve educational efficiency through scientific teacher allocation and reasonable post setting. This not only improves the quality of education, but also enables educational resources to be used more efficiently (Liao Zhiliang, 2023).

Generally speaking, under the guidance of the government and the unremitting efforts of various universities, the human resources management in Chinese colleges and universities has achieved remarkable results. These achievements are reflected in the improvement of education quality, the overall development and progress of colleges and universities, and the cultivation of more high-quality talents for the society. We have reason to expect that human resources management in colleges and universities will be further optimized in the future, bringing us more high-quality educational resources and services.

2.3.5 Scope of human resource management in colleges and universities

The researcher summarized the research of six experts on human resources-related fields:

The research of Wan Youlin (2020) includes: human resource planning management, recruitment management, promotion management, assessment management, performance management and compensation management. He made a detailed analysis of how to plan human resources according to the future needs of enterprises, and explored how to attract and screen suitable talents more effectively in recruitment management. In the aspect of promotion management, he studied how employees are promoted according to their performance and potential, and also put

forward some opinions on how to evaluate objectively through assessment tools. The research of performance management focuses on how to set clear standards and ensure that employees meet them. In compensation management, he discussed how to set salary standards according to market and company strategy.

Ma Xiaoping's (2018) research includes human resource planning, recruitment management, training management, promotion management, assessment management and compensation management. In his research, he explored the strategic importance of human resource planning in detail, emphasized the key links in the recruitment process, and deeply analyzed the long-term value of employee training. In the part of promotion management, he studied how to establish a fair promotion system and how to design assessment tools to better evaluate employees' work performance. In compensation management, he advocates a salary system that matches performance and market standards.

Qiao Chengcheng (2020) is responsible for overall planning, recruitment management, training management, assessment management, promotion management, performance management and compensation management. He focused on the overall planning of human resources. He put forward a series of innovative methods for recruitment management, and deeply explored the contents and methods of employee training. Joe provided practical suggestions on assessment management and promotion management, emphasized the details and importance of performance management, and shared his experience on how to adjust salary in combination with performance and market dynamics in compensation management.

Ding Liying & Jia Liqiang (2021) focuses on resource planning management, recruitment management, training management, promotion management, performance management and compensation management. They deeply discussed the strategies and technologies of resource planning and management. They deepened the process of recruitment management, put forward a series of innovative models for training management, and explained in detail how to motivate employees through

promotion management. They also made an in-depth analysis of the best practices of performance management and the strategies of compensation management.

The research of Liu Cuie & Ji Wang (2023) includes planning management, recruitment management, training management, promotion management, compensation management, and master and doctoral training. In the research, they pay attention to the modern methods of human resource planning management. They detailed the optimization of the recruitment process, put forward a series of practical suggestions for staff training, and provided opinions on the fairness and objectivity of promotion management. In the aspect of compensation management, they emphasized the importance of adjusting salary according to the market and performance, and especially discussed the methods and strategies of cultivating masters and students.

Li Yang (2022) studies human resource planning, recruitment management, training management, promotion management, compensation management and talent management. It involves the long-term strategy and short-term operation of human resource planning. He discussed in detail how to attract and select the best talents in recruitment management, emphasized the core position of training management in improving employees' ability, and put forward forward forward forward forward-looking opinions on promotion management. In compensation management, he advocated dynamic adjustment according to performance and market dynamics, and especially studied how to manage talents effectively.

Based on the research scope of each major, the researchers made a frequency distribution map, as shown in Table 1.

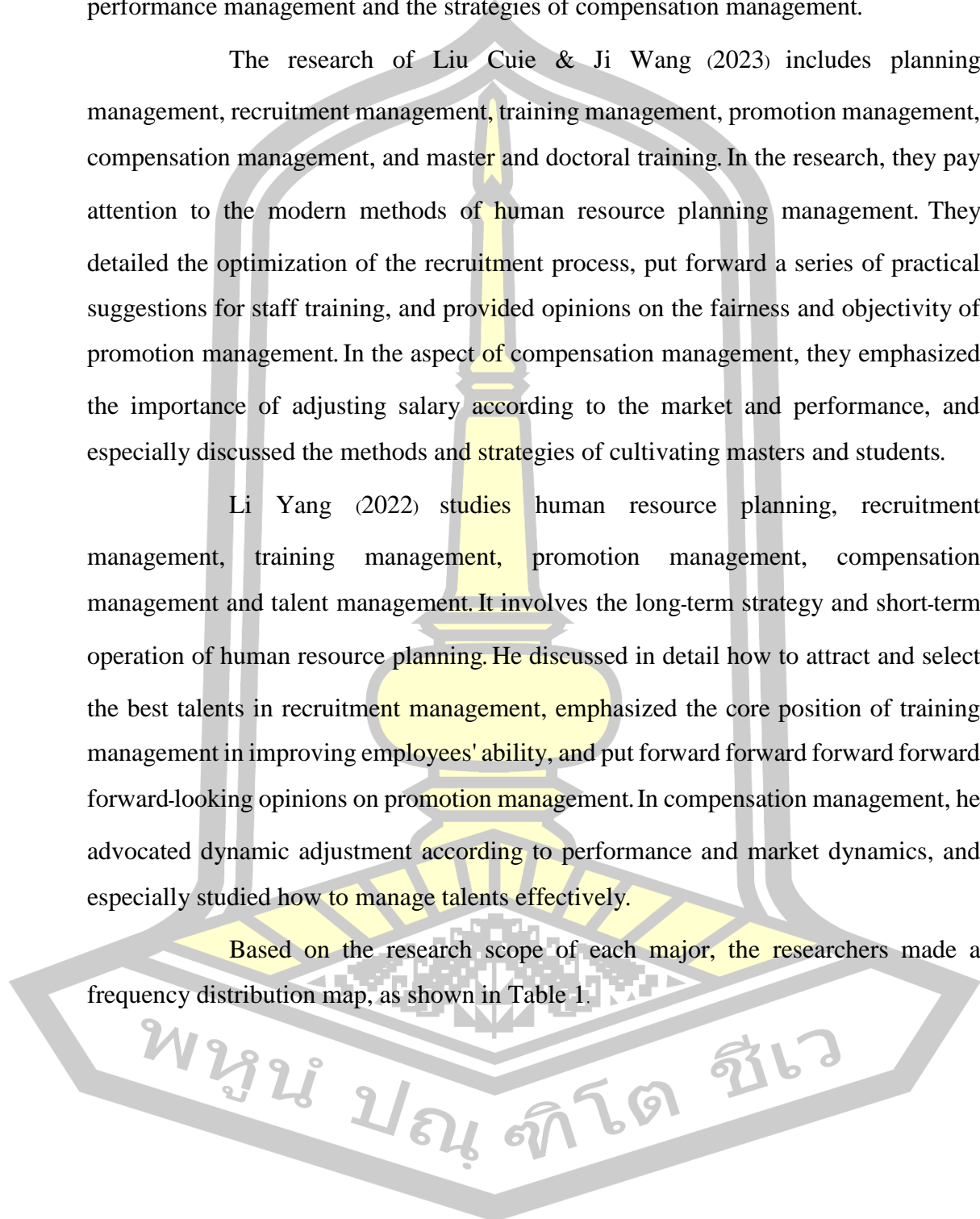


Table 1 Research scope distribution chart

content	experts						frequency
	Wan youlin (2020)	Ma xiaoping (2018)	Qiao chengcheng (2020)	Ding Liying & Jia Liqiang (2021)	Liu Cuie & Ji Wang (2023)	Li yang (2022)	
Human resource planning management	√	√	√	√	√	√	6
Recruitment management	√	√	√	√	√	√	6
Training management	√	√	√	√	√	√	6
Assessment management	√	√	√	√	√		5
Promotion management	√		√	√		√	5
Compensation management	√	√	√	√	√	√	6
management of talented people					√	√	2

According to the above data distribution, the researcher divides the human resource management of leisure sports major in Chinese colleges and universities into six aspects: human resource planning management, recruitment management, training management, assessment management, promotion management and compensation management.

2.4 Human resource management of leisure sports major in Chinese colleges and universities

2.4.1 Human resource planning management

Definition of human resource planning management.

In today's complex and changeable business environment, the success of enterprises and organizations depends not only on the products and services they provide, but also on how to effectively manage and develop their human resources. In

this context, human resource planning management gradually reveals its key value, as an important means to ensure the future development of the organization and cope with various market changes.

In European and American countries, human resource planning management is considered to play a pivotal role, demonstrating strong adaptability and flexibility across various organizational contexts. Through effective human resource management (HRM) practices, organizations are not only capable of attracting, developing, motivating, and retaining employees but also fostering employee engagement and job satisfaction, ultimately propelling the success and sustainable development of the organization. (Sonar & Pandey, 2023)

Human resource planning management can be regarded as a systematic process, which involves forecasting the future human resource demand of colleges and universities and the strategy of how to meet these needs. This is not only a simple quantitative prediction, but also a qualitative match. Colleges and universities need to have a clear understanding of their strategic objectives to ensure that the planned talents can be consistent with the long-term goals of colleges and universities. This process is not carried out in isolation, but also needs to comprehensively consider the current staff structure, skill pool and possible talent supply in the market (Zhang Le, 2022).

For existing employees, the core of human resource planning management is to clarify their value and potential. This requires colleges and universities to conduct in-depth employee analysis to understand their skills, knowledge, interests and career expectations. Based on this information, colleges and universities can provide customized training, career planning and promotion opportunities for employees. This can not only help employees achieve personal and professional growth, but also enhance their sense of belonging and loyalty to the school. At the same time, colleges and universities can also obtain higher work efficiency and employee satisfaction, and provide strong human support for the long-term development of the school (Wan Youlin, 2020).

However, the rapid change of the times means that colleges and

universities are facing many uncertainties and challenges. Today's best practices may become obsolete tomorrow. The integration of global economy has led to transnational talent flow and competition. The continuous innovation of science and technology has changed the mode of education and research, and the changes of society, politics and culture have affected the public image and social responsibility of colleges and universities. In this context, universities must be forward-looking and adaptable, constantly monitor changes in the external environment, flexibly adjust human resource strategies, and ensure that they always maintain their leading position in academia and the talent market (Cyndi Luo, 2019). In addition, we must realize that with the rapid development of global economic integration and science and technology, the external environment faced by universities is also changing rapidly. This makes human resource planning management must be forward-looking and flexible. Only when colleges and universities can quickly foresee and adapt to these changes can they ensure that they stay ahead in the fierce market competition (Cyndi Luo, 2019).

To sum up, human resource planning management plays a vital role in modern universities. Through systematic and flexible planning, colleges and universities can ensure that their human resources strategies and overall business strategies complement each other, thus creating favorable conditions for achieving long-term development goals.

Measures of human resource planning management

As a key link in the development of modern enterprises and universities, human resource planning management plays the role of providing appropriate personnel for universities at the right time. In order to ensure the successful implementation, we need to take a series of concrete measures to achieve the strategic goals of colleges and universities.

Colleges and universities need to determine their long-term and short-term talent needs. Long-term planning should take into account the discipline layout, future research direction, and the opening of new colleges or majors. For example, if a university plans to open a new college or major in the next few years, it is necessary to

plan the relevant teaching staff in advance. Short-term planning pays more attention to the coming academic year, such as the temporary absence of teaching staff, the academic research tasks of teachers, and the needs of educational cooperation projects (Yuan Hongjun, 2021).

However, planning alone is far from enough. In-depth and continuous analysis of talent demand is the key to realize the optimal allocation of human resources. This requires colleges and universities to comprehensively examine their own internal conditions, identify the current skills gap, and at the same time gain insight into the changes in the external environment and predict the future talent demand. For example, with the wide application of distance learning technology, universities may need more teachers with online teaching ability. In the future, there may be greater demand for researchers with advanced data analysis and artificial intelligence skills. Therefore, timely recruitment, training and adjustment of talent development strategies become particularly critical (Dong Hongwei and Han Yaru, 2020).

Colleges and universities must pay attention to the trends and changes in the education industry. This means constantly monitoring the latest development of global higher education, such as new teaching methods, technology applications, or new modes of cooperation with industry. In addition to the regular recruitment of teachers, colleges and universities can also hire experts and teachers through cooperative research or cooperation with other universities and research institutions to ensure that they have enough talent reserves to choose from in the face of talent shortage (Yue Huo, 2022).

To sum up, the measures of human resource planning management involve many aspects, from ensuring the consistency between the strategy and the goals of colleges and universities, to in-depth demand analysis, and then to the training and development of employees. In order to ensure the long-term success of colleges and universities, these measures must be implemented continuously and systematically in the whole process of human resource management.

2.4.2 Recruitment management

Definition of recruitment management

Recruitment management is an integral component of human resource management (HRM), involving the attraction and selection of suitable candidates to fill job vacancies within an organization. (Akther, Al Mamun, Azad, & Sorwar, 2022)

Colleges and universities in China have always held a serious and earnest attitude towards human resource management, among which the recruitment of teaching staff has become the top priority. This process is not simply to publish recruitment information, collect resumes, and then make a decision on employment, but involves in-depth research, consideration and strategy formulation. Only when colleges and universities truly understand and attach importance to the importance of recruitment management can we screen out truly valuable talents who can make important contributions to the school.

The recruitment process is a continuous and advancing task. In order to adapt to the development of the times and the new changes in the field of education, colleges and universities need to constantly innovate and optimize the recruitment work. For example, with the development of Internet technology, online recruitment and cloud interview are increasingly favored, which can not only expand the scope of recruitment, but also improve the efficiency of recruitment. At the same time, schools need to formulate targeted recruitment strategies according to their own characteristics and advantages to attract outstanding talents who really meet the needs of schools. To this end, the school needs to establish a professional human resources team, which not only has a deep understanding of the recruitment market, but also works closely with various departments of the school to ensure that the recruitment work can be coordinated with the overall strategic development of the school (Zhang Jianxiong, 2020).

Secondly, the selection process is a complex and key link. Among many applicants, how to select those talents who can really bring value to the school is a challenge that every recruiting staff needs to face. For colleges and universities, it is far

from enough to rely only on the qualifications and experience of candidates. The selection work should be combined with various methods, such as interview, written test, teaching demonstration, etc., to comprehensively examine the ability and potential of candidates. In the interview process, we should not only pay attention to the professional knowledge of the candidates, but also evaluate their teamwork ability, communication skills and innovative consciousness. In this way, we can ensure that the selected talents really meet the development needs of the school (Yuan Yan, 2023).

After recruitment and selection, employment decision is a very important link. Every employment decision is related to the future development of the school. Therefore, the school needs to have an in-depth understanding and investigation of every applicant. In addition to evaluating the educational background, work experience and skills of candidates, it is also necessary to deeply understand their personality, values and career planning. In this way, the school can ensure that every hiring decision is wise. After employment, the school also needs to establish a feedback mechanism to evaluate the performance of new employees regularly. In this way, it can help the school to know the adaptation of new employees in time, provide them with better training and development opportunities, and also provide valuable feedback for the school's recruitment strategy to help the school continuously improve its recruitment work (Xiao Zhenxiang, 2021).

To sum up, the recruitment management of colleges and universities is not only related to the choice of teaching staff, but also related to the future development and social reputation of the school. Every step of application, selection and employment needs careful design and consideration to ensure that every talent who joins the school can bring long-term and lasting value to the school. Measures of recruitment management.

Measures of recruitment management

In the fierce competition environment faced by colleges and universities in China, it is very important to ensure that every faculty member can meet the long-term vision and goals of the school, and the refinement and diversity of recruitment

strategies. Many scholars have also given their insights and suggestions.

Innovative recruitment publicity is the key to enhance the recruitment effect. In order to let those candidates with high talent and potential know about the opportunities offered by the school, it is far from enough to rely solely on traditional publicity channels. Schools need to actively adopt modern technical means, such as using social media, recruitment seminars, various public platforms and online recruitment platforms for promotion. At the same time, establishing cooperative relations with other educational and research institutions at home and abroad can also effectively expand the recruitment network of the school, so as to better attract high-quality talents (Yang Jie, 2016).

Recruitment is more than just looking at resumes and conducting interviews. Real recruitment should be a comprehensive evaluation process, which requires schools to have a deep understanding of applicants from multiple dimensions. In addition to traditional academic background and work experience, candidates' interpersonal communication skills, teamwork spirit and innovative consciousness are all key factors to determine whether they can adapt to the school environment. For example, group interviews can help schools evaluate the teamwork ability of candidates; Role-playing and case analysis can enable candidates to demonstrate their ability to solve practical problems. Through this evaluation method, the school can ensure that every applicant maintains a high degree of consistency with the school's culture and values (Shen Tong, 2023).

Successful recruitment is just the beginning. For those teaching staff who have become a member of the school, continuous training and development is the key. Schools need to provide a variety of training opportunities, including academic research, teaching methods, team building and career planning, to help them continuously improve their abilities. For example, regular teaching and training can help faculty to master the latest teaching methods and skills; Team building activities can enhance their teamwork ability; Career planning training can help them plan their future career. This can not only improve the job satisfaction of faculty and staff, but also ensure that they

are full of passion and vitality every day at school (Feng Xiuqing, 2017).

Combining the above viewpoints, for colleges and universities, recruitment management is far beyond simple candidate selection. It is more like a long-term, strategic investment, which needs comprehensive consideration from the initial recruitment publicity, to the in-depth evaluation of employees, and then to the subsequent training and development. Only in this way can the school ensure the optimization of its human resources and lay a solid foundation for its future prosperity and development.

2.4.3 Training management

Definition of training management

In higher education institutions, training management is another important link after recruitment management. The goal of this process is not only to ensure that the new employees are integrated into the organizational culture, but also to continuously improve their teaching ability and professional quality, so as to meet the requirements of the continuous development of the academic community.

Teacher training plays an important role in the progress of education. Under the guidance and supervision of educational experts, aiming at different professional development stages of teachers, designing targeted training plans and activities can effectively improve teachers' comprehensive knowledge, skills and professional level. This meticulous training method not only supports teachers to achieve the goal of lifelong learning, but also promotes their sustained, orderly and overall development on the career path (Wu Bin, Fan Taihua, 2020).

High-quality training can not only improve teachers' daily teaching and research ability, but also strengthen the attraction of schools to high-quality talents. An efficient training mechanism can create an atmosphere and encourage the interaction between teachers, thus brainstorming and improving the quality of education. For schools, providing first-class training resources and opportunities can attract more outstanding teachers to join their education team (Rebecca, 2022).

Besides improving teachers' skills and knowledge, training management

is also a powerful incentive mechanism. When teachers can see practical benefits from training, such as promotion, salary increase or career growth, they will be more enthusiastic about participating in these training activities. In order to ensure that the training content and methods match the actual needs of teachers, schools should adopt personalized training strategies to meet the specific needs and interests of different teachers (Cui Lu, 2021).

To sum up, teacher training is not only simply imparting knowledge and skills, but also occupies a vital position in human resource management in colleges and universities. Correct training management strategies can not only improve teachers' professional ability, but also help schools to improve their overall education quality and enhance their influence in society and academia.

Measures of training management

In today's era of knowledge economy, education and training are undoubtedly the cornerstones of building a strong academic team. For each higher education institution, how to effectively manage and implement the training plan to meet the increasingly stringent academic requirements and social expectations has become a decisive issue.

Educational institutions must abandon traditional and fixed concepts in dealing with teacher training. With the rapid development of digital technology, interdisciplinary integration and the diverse needs of student groups, the content and methods of training programs need to be adjusted accordingly. For example, the application of modern educational technologies such as virtual reality and artificial intelligence in teaching requires teachers to have certain technical knowledge and operational ability. In order to adapt to these changes, schools not only need to review the existing training content, but also need to introduce new training courses and tools. At the same time, in view of the background of globalization, education leaders should actively promote teachers to attend international academic conferences, visits and exchanges overseas, to broaden their international horizons and deepen their understanding and grasp of global education trends (Yang Bowen, 2023).

For teachers, training is not only a way to enhance their own skills, but also an important milestone in their career. An efficient training program can help teachers master the latest teaching concepts and methods, and at the same time, it can also expand their academic network and exchange and cooperate with experts in other fields. For example, on-the-spot investigation can let teachers directly know the latest educational practice, while summer training can help them systematically learn knowledge in a certain professional field. These activities can not only improve teachers' teaching level, but also stimulate their academic innovation spirit and research interest (Wang Shuangshuang, 2021).

For any higher education institution, continuous investment in teacher training is the key factor to ensure its long-term sustainable development. In the fierce academic competition, schools need to rely on high-quality teachers to enhance their academic status and social reputation. By providing targeted training, the school can not only maintain and improve the teaching quality of teachers, but also attract more outstanding scholars and researchers to join. In addition, a satisfactory training experience will increase teachers' professional satisfaction and loyalty, thus reducing the turnover rate and maintaining the stability and sustainability of the school (Li Yalan and Chen Lida, 2023).

Overall, the training management measures in colleges and universities should cover many aspects, such as training content, mode and effect evaluation. Only in this way can we ensure that the skills and quality of teaching staff are continuously and systematically improved, and then promote the overall teaching quality and social influence of the school. Teacher training is not only the responsibility of higher education institutions, but also its commitment to the future of society and the country. Only when teachers are fully supported and trained can they provide the best education for students and create more value for society.

2.4.4 Assessment management

Definition of assessment management

In the educational environment of modern colleges and universities, with

the marketization of education and increasingly fierce competition, assessment management is particularly critical. This is not only to ensure that the teaching staff can work according to the requirements and standards of the school, but more importantly, to ensure that the quality and efficiency of education are maximized through careful and comprehensive assessment. In this context, assessment management no longer just stays in a single performance evaluation, but extends to the evaluation of the overall quality, ability, attitude and teamwork of faculty and staff.

In the United States and European countries, research on the assessment management of higher education institutions primarily focuses on the impact of performance evaluation and management reforms, especially discussions within the framework of New Public Management (NPM) and New Public Governance (NPG). These studies concentrate on the influence of the management system on the governance of universities, academic freedom, teaching quality, and research performance (Christensen & Lægheid, 2022).

Assessment management, in the human resource management of contemporary colleges and universities, has shown an indispensable position. This systematic management method is not only a simple evaluation of the work performance of faculty, but also a comprehensive mechanism, aiming at building a fair, transparent and scientific platform, so as to optimize the work efficiency and organizational atmosphere of the school. For school management, scientific assessment management provides them with a clear and operational basis, which makes them more calm and clear in the face of important decisions such as promotion, salary adjustment and vocational training. For faculty members, the assessment results are often the key determinants of their career growth, salary and development opportunities, so fairness and transparency have become the core elements in the assessment process (Dong Zefang & Yao Zhang, 2023).

In the educational environment of colleges and universities, assessment management has become a crucial issue. With regard to the implementation of the basic principles of assessment, in addition to the most basic fairness and performance orientation, it is also necessary to deeply understand the post characteristics and job

responsibilities of faculty and staff, so as to formulate a truly practical assessment strategy. For example, a full-time teacher's work results are often reflected in classroom effect, student evaluation, teaching reform and so on, while for a scientific research faculty, its core value may be more reflected in research results, project support, the influence of academic papers and so on. Therefore, according to the different roles and responsibilities of faculty, it is particularly necessary to conduct differentiated assessment (Zhang Bin, 2022).

In modern society, with the rapid development of science and technology, the ways and methods of assessment management are also constantly innovating and evolving. The traditional one-on-one evaluation or superior evaluation method is gradually being replaced by a more scientific and comprehensive evaluation method. Among them, the 360-degree assessment method is one of the best. It can comprehensively evaluate faculty and staff from multiple angles and levels to ensure that the results of the assessment are more objective and comprehensive. With the widespread application of technologies such as data science and artificial intelligence in various fields, assessment management has also begun to develop in the direction of intelligence and automation. For example, through data analysis to predict the potential capabilities of faculty and staff, automated assessment processes, and intelligently recommended training resources, these will greatly improve the efficiency and accuracy of the assessment (Li Li, 2022).

To sum up, assessment management is not only an evaluation method, but also can promote faculty to perform their duties better and improve their work efficiency. It is a comprehensive evaluation method for the work performance, conduct, ability and attitude of teaching staff, aiming at promoting the work enthusiasm of employees, strengthening the construction of teaching staff and establishing an efficient incentive mechanism. In addition, assessment management also involves key decisions such as work summary, position evaluation, evaluation of rewards and punishments, professional title evaluation and promotion. It provides a solid decision-making basis for the school's human resources strategy, thus achieving the grand goal of improving the quality of education, optimizing the allocation of resources and improving the

overall teaching effect.

Measures of assessment management.

The assessment system has played a dual role in higher education institutions. First of all, it provides concrete and clear guidance for school management in key personnel decisions such as appointment, reward and promotion. This enables the management to provide career development opportunities and directions for each faculty member more clearly and pertinently. More importantly, this clarity allows faculty to see how their efforts translate into practical career achievements, and further stimulate their work enthusiasm and motivation. In order to make this assessment system really work, colleges and universities need to take a series of measures to ensure that the assessment management is scientific and can really improve work efficiency and fairness.

With the development of modern science and technology, the tools and technologies of assessment management have been expanded unprecedentedly. For example, big data and artificial intelligence technology enable us to evaluate the work performance of faculty and staff more accurately and comprehensively. This technology is not only limited to evaluating the traditional teaching and scientific research achievements of faculty, but also can gain insight into their daily work, teamwork, innovation ability and other dimensions. In order to adapt to the constant changes and development in the field of education and scientific research, colleges and universities need to consider introducing more flexible and targeted assessment methods to ensure that the assessment system can truly reflect the work performance of faculty and staff (Lei Zhang, 2020).

Relevant measures of assessment management from the perspective of process design are also very important. The assessment process should start with in-depth and extensive communication. Teaching staff need to fully understand the standards, objectives and expected results of the assessment. In addition, continuous training and guidance are essential to ensure that everyone can meet or exceed these standards. At the same time, we should also pay attention to the importance of timely

feedback, and think that open communication and discussion should be encouraged to make the assessment more fair and transparent (Cui Guangcai et al, 2022).

The fairness of assessment management is its core requirement. In order to ensure the fairness and objectivity of the assessment, colleges and universities need to set up independent and professional assessment review teams to supervise and evaluate the assessment process. For different groups of faculty and staff, such as senior professors, associate professors, lecturers, etc., the assessment review team should formulate specific and differentiated assessment standards and plans to ensure that the assessment is both universal and targeted. In this way, not only can the work performance of each faculty and staff be evaluated more accurately, but also a more comprehensive and targeted decision-making reference can be provided to the school management (Zhang Zhen, 2021).

To sum up, colleges and universities need to consider its methods, processes, fairness and comprehensiveness when implementing assessment management. This requires not only innovation in technology and tools, but also new opportunities and strategies in organizational culture, communication methods and training. Assessment management is a complex system, and its success depends on the comprehensive effect of many factors.

2.4.5 Promotion management

Definition of promotion management

In the rapid development of today's higher education system, promotion management has become a core link that affects teachers' careers. For every hard-working college faculty member, promotion is not only a sign of personal career growth, but also a recognition of their long-term efforts and contributions. This mechanism is not so much to improve the career ladder of individuals as to stimulate the enthusiasm of every faculty member through the design of the system, thereby promoting the progress of the entire educational institution.

In Western countries, research on higher education promotion management often focuses on collegial relationships in promotion, barriers to women's

advancement, and racial disparities in promotion processes. (Yousaf & Schmiede, 2017)

In China, the promotion management system must follow the "three public" principles: fairness, justice, and openness. Fairness means that every faculty member, regardless of their position in the educational institution, should have the opportunity to be promoted based on their actual performance and contribution. This opportunity is based on a set of clear and easy-to-understand standards to ensure that everyone can show themselves in a fair environment. Fairness means that in the process of evaluation and promotion, the professional performance and contribution of each faculty member will be truly and comprehensively reflected, and will not be affected by any external factors unrelated to their professional skills and contributions. And openness provides a clear promotion path for every faculty member, allowing them to understand how to strengthen their own capabilities and meet the next step of promotion requirements (Yuan Yunyun et al., 2020).

The systematic nature of promotion management requires us to consider the multifaceted characteristics of each faculty member. This includes their ideological and political concepts, academic qualifications and professional backgrounds, skills such as foreign languages and computers, and specific work performance such as teaching, scientific research results and social networks. In particular, the focus of promotion management should be different for teachers at the junior, intermediate and senior levels. Junior teachers should pay more attention to the improvement of basic skills and the construction of academic networks, while intermediate teachers need to focus on the cultivation of leadership and management capabilities, and senior teachers' influence and international cooperation relationships are more important (Ju Li & Zhao Qiuyue, 2022).

With the continuous progress of my country's higher education system, the reform of the professional title system with the professional and technical position appointment system as the core has gradually made key progress. This position appointment system establishes clear job responsibilities and requirements, allowing faculty and staff to reasonably flow between multiple levels according to their abilities

and interests. The promotion of this system not only stimulates the work enthusiasm of faculty and staff, but also effectively breaks the inherent shackles in the traditional system, providing a broad development space for every talented and dreamy faculty and staff (Cui Youting, 2023).

In summary, when conducting promotion management, we must not only adhere to the principles of fairness, justice and openness, but also adjust and improve the corresponding management strategies according to different groups of faculty and staff. In addition, the continuous reform of the professional title system has also brought new challenges and opportunities to promotion management, making the entire system more dynamic and more in line with the development needs of modern universities, thereby better improving the overall quality of teaching and scientific research.

Measures of promotion management

In the modern education system, the establishment and improvement of the promotion management system in colleges and universities is to mobilize the enthusiasm of the teaching staff and encourage them to better serve students and society. In order for everyone struggling in the field of education to see that their efforts are fairly rewarded, the formulation and implementation of promotion management strategies must be meticulous and comprehensive.

As a key part of promotion management, the evaluation framework fully shows the deep insight into teachers' overall work performance. In order to accurately describe the all-round contribution of teachers, the evaluation system not only focuses on intuitive teaching and scientific research achievements. It further extends to the contribution of teachers in promoting community well-being and promoting teamwork and innovation. This kind of evaluation means reflects the respect and affirmation for each teacher, and ensures that every effort they make is properly rewarded. The public evaluation results enable teachers to visually see the comparison between themselves and their peers, thus stimulating their deep-seated enthusiasm for Excellence and constantly challenging their limits (Wang Xianzhu et al., 2017).

Furthermore, promotion management is not only a simple "scoring"

mechanism, but also an incentive strategy that goes deep into the bone marrow. It aims to convey a clear message to the faculty: promotion is not only a response to your past performance, but also a trust and expectation for your future potential. To this end, colleges and universities have incorporated diversified training and development opportunities into the promotion system, aiming at meeting the diverse development needs of faculty and staff. In this way, no matter what professional challenges they face, faculty members can rely on their accumulated knowledge and skills to successfully overcome obstacles and show outstanding performance (Xu Sulan and Duan Xinxing, 2020).

In addition, communication in promotion management, like a bridge connecting the two sides of the strait, makes the whole system run more smoothly. It is precisely because of the open and two-way communication that the promotion process can be carried out fairly, and at the same time, the real feelings and needs of the faculty can be perceived in time. Any doubts and puzzles in the promotion process can be solved in time, which can reduce misunderstandings and improve work efficiency. In this communication environment, colleges and universities can be closer to the actual needs of faculty and provide them with targeted support and help. This kind of care and support further strengthens the trust and dependence of the faculty on the promotion management system. They know that this is not only an evaluation system, but also a powerful driving force to push them forward (Liu Junxian and Li Pingye, 2014).

To sum up, the promotion management measures of colleges and universities should be a multi-level and multi-faceted comprehensive system, aiming at ensuring fair, just and open evaluation and providing continuous career development support for faculty and staff. Combined with clear evaluation criteria, continuous growth opportunities and strengthened communication mechanism, this set of measures aims to ensure that promotion management can really achieve the expected effect of motivating faculty, improving teaching quality and scientific research output.

2.4.6 Compensation management

Definition of Compensation management

With the continuous improvement and deepening of the socialist market economic system, the innovation of the market-oriented management mechanism of human resources is also deepening. Especially in the special field of colleges and universities, the management of internal human resources is facing unprecedented challenges. Among them, compensation management is particularly critical, because reasonable salary is not only the basis of faculty motivation, but also the due reward they should get when they make contributions to the school.

The main content of compensation management in colleges and universities covers three parts: salary, reward and welfare. Among them, salary, as the basic income of faculty, ensures that they can meet the basic needs of life. Compared with the basic salary, the reward is more reflected in the recognition of the performance of faculty and staff. Whether it is material or spiritual encouragement, it can greatly boost their enthusiasm for work and stimulate their continuous innovation. Welfare, on the other hand, is a series of additional benefits provided by the school for faculty and staff, aiming at maintaining their physical and mental health, ensuring their life stability and enhancing their job satisfaction. Considering these three parts comprehensively, we can clearly see their irreplaceable role in maintaining and enhancing the competitiveness of talents in schools (Wu Hailun, 2022).

The content of compensation management in colleges and universities is extensive and complicated, which mainly includes the basic salary of teaching staff, different levels of rewards and various forms of welfare treatment. When formulating and implementing compensation management strategies, the primary task of colleges and universities is to clarify their core objectives. These goals include not only attracting outstanding talents and ensuring them to stay in school for a long time, but also stimulating the enthusiasm of faculty and staff, improving their overall work performance, and creating a positive, healthy and cultural atmosphere that matches the core values of the school. In order to achieve these goals, colleges and universities must conduct a comprehensive analysis when designing the salary system. This includes ensuring that the salary system matches internal job requirements, work difficulty and

performance to achieve internal fairness; it is also necessary to refer to market salary standards to ensure the competitiveness of colleges and universities in the talent market; finally, it is necessary to combine incentive mechanisms so that salary is not just material rewards, but can also stimulate employees' intrinsic motivation and drive them to better contribute to the school (Li Jun, 2023).

Compensation management in colleges and universities is actually a systematic and planned management activity. It involves the planning, distribution and continuous monitoring of salaries, bonuses, various benefits and other subsidies for faculty and staff in higher education institutions. This kind of management aims to ensure that every employee who works at school, regardless of his position, can get a reasonable reward that matches his efforts. This kind of reasonable salary can not only stimulate their work passion and improve work efficiency, but also help to improve employees' professional satisfaction and loyalty and reduce the turnover rate. In addition, reasonable compensation management can also ensure the economic benefits of the school and promote the sustainable and healthy development of the school in the long run. This requires managers to have profound professional knowledge and experience, and be able to flexibly adjust the salary strategy according to the actual situation of the school to achieve the best benefits (Wang Zeqi, 2021).

Combined with the above viewpoints, compensation management is a key component of human resource management in colleges and universities, which directly affects the overall development of colleges and universities. Only by establishing a scientific and reasonable salary system can colleges and universities effectively mobilize the enthusiasm and creativity of faculty and ensure the long-term and stable development of the school. In this regard, colleges and universities should continue to attach importance to and optimize compensation management to make it more in line with the development trend of society and market.

Measures of compensation management

Compensation management occupies a core position in the many aspects of human resource management in colleges and universities. It is not only related to the

enthusiasm and initiative of faculty and staff in their daily work, but also directly affects the attractiveness of the school in the talent market and its overall competitive position. Faced with such challenges and opportunities, colleges and universities are actively exploring and researching how to better manage salaries.

Transparency is a crucial link in compensation management. A salary system that is not clear enough and full of vague areas can easily cause doubts among faculty and staff, and may even lead to the deterioration of the working atmosphere. Therefore, it is suggested that colleges and universities should publish detailed salary reports regularly, and disclose the salary structure, calculation methods and evaluation criteria. This can not only eliminate internal misunderstandings and doubts, but also create a fair, harmonious and productive working environment for the school as a whole (Cui Lu, 2021).

In the formulation of the salary system, we should not focus too much on the current performance of employees, but should consider their long-term development and career planning. Especially for those young faculty members who have not yet shown their talents but are full of potential, the school can formulate specific reward mechanisms for them. Such a system is not only based on immediate achievements, but also focuses on their future performance and possible contributions, which is more fair and far-sighted (Chen Haonan, 2022).

Performance evaluation is the key link to determine salary, which directly affects the economic treatment of each faculty member. Therefore, the methods and standards of performance evaluation must be scientific, unbiased and open and transparent. Only in this way can we ensure that every faculty member gets the reward he deserves according to his actual performance. In addition, considering the increasing competition and changes in the field of education, the salary strategy also needs to be flexible. Schools should regularly revise and optimize the salary system according to their own economic situation, market trends and talent demand, so as to ensure that it is always maintained at a reasonable and competitive level, which can better attract and retain outstanding faculty and lay a solid foundation for the long-term development of

the school (Zhang Le, 2022).

In the end, the purpose of compensation management is not limited to material rewards. It needs to ensure that the overall salary system is transparent and reasonable, matching the actual situation of the market and schools. Only in this way can compensation management really attract and retain talents for colleges and universities, and provide strong support for the sustained and steady development of schools.

2.5 Related literature at home and abroad

2.5.1 Status of domestic research

Leisure sports major in colleges and universities

In China, leisure sports specialty in colleges and universities has gradually attracted attention. Scholars have studied the curriculum, education mode, student training and the connection with social needs of leisure sports specialty. Through questionnaire survey, field investigation and case study, they deeply discussed the development trend and problems of leisure sports specialty in colleges and universities, and provided valuable experience and suggestions for educational reform in this field.

Li Qicheng and Qin Wenjin's "Training Mode of Leisure Sports Professionals in Colleges and Universities" focuses on the training mode of leisure sports professionals in colleges and universities, they put forward a series of innovative teaching ideas and methods through in-depth analysis of the existing training mechanism, curriculum and practical teaching. They believe that leisure sports majors should not only pay attention to academic research and skill training, but also cultivate students' innovative consciousness and teamwork ability, so that they can adapt to the changing social needs and industry development trends (Li Qicheng & Qin Wenjin, 2022).

Wang Decheng's master thesis "Research on the Training Mode of Leisure Sports Professionals in Application-oriented Universities" further explores the training mode of leisure sports professionals in application-oriented universities.

Through a large number of empirical studies, he analyzed in detail the characteristics and advantages of different types of applied universities in the cultivation of leisure sports talents. Wang Decheng believes that application-oriented undergraduate colleges have obvious advantages in practical teaching, enterprise cooperation and interdisciplinary, and should give full play to these advantages to promote the continuous innovation and development of leisure sports specialty (Wang Decheng, 2022).

Jiao Xianwei's doctoral thesis "Research on the Curriculum System of Leisure Sports Major in Physical Education Institutions in China" (Jiao Xianwei, 2014) and so on, made a detailed study on the development status and trend of leisure sports major in China, focusing on the curriculum system of leisure sports major in physical education institutions in China. From the aspects of curriculum, teaching content and evaluation methods, he deeply discussed how to build a leisure sports curriculum system that is in line with international standards, reflects the characteristics of the industry and meets the needs of students. His research provides valuable theoretical guidance and practical reference for leisure sports education in China, and plays a positive role in promoting the rapid development of leisure sports specialty in China.

In short, domestic research on leisure sports majors in colleges and universities has reached a certain scale, providing useful reference and decision-making support for higher education departments.

Human resource management in colleges and universities

Since the 21st century, with the rapid development of economy and the acceleration of globalization, colleges and universities in China are facing fierce competition for talents and challenges in the allocation of educational resources. In this context, the role of human resource management in colleges and universities has become increasingly prominent, and it has become one of the key factors that determine the future development of colleges and universities.

For example, in "Where is the way to optimize human resources in colleges and universities", the challenges and problems faced by human resources

management in colleges and universities are analyzed in depth and in detail. These problems range from brain drain to the cultivation of young teachers, and then to the improper setting of incentive mechanism for faculty and staff. In addition, the book also combines advanced management experience and practice at home and abroad, and provides us with a series of forward-looking and practical optimization suggestions and strategies. It is clearly mentioned in the book that colleges and universities need to build a fairer, more transparent and more scientific human resource management system when facing the current challenges. This not only requires colleges and universities to strengthen the training and development of faculty, but also needs to pay attention to and improve the satisfaction and loyalty of faculty, so as to ensure that colleges and universities can achieve long-term and stable development and progress under various external and internal pressures (Zhang Yumei, 2022).

Analysis of Innovative Approaches to Human Resource Management in Colleges and Universities (Jing Luo, 2019). It not only expounds the human resource management in colleges and universities in detail. It also explores the future planning, development and innovative ways. The application of digital, intelligent and personalized technologies and methods in human resource management is mentioned. For example, real-time monitoring of the performance and satisfaction of faculty and staff through big data technology provides a scientific basis for management decisions; Using artificial intelligence technology to select and train talents and improve the efficiency of human resource allocation. In addition, colleges and universities should pay attention to cultivating the innovative spirit and ability of teaching staff, encourage them to actively participate in the reform and development of colleges and universities, and form a positive human resources development atmosphere, which has a significant role in improving the overall efficiency of colleges and universities.

Zhang Jianxiang's "Exploration on the New Mechanism of Human Resources Development and Management in Colleges and Universities" (Zhang Jianxiang, 2002) holds that under the background of modern education, the development

and management of human resources in colleges and universities, as the core content of educational management, is self-evident. At present, due to various internal and external factors, the development and management of human resources in Chinese colleges and universities are facing many challenges. To solve these problems thoroughly, we must reform and innovate them from a deeper and more comprehensive perspective. This study establishes a brand-new mechanism and concept of human resources development and management in colleges and universities from three aspects: incremental improvement, stock optimization and management use.

The article "Development and Management of Human Resources in Applied Universities" (Liu Yang, 2023) mentioned that under the background of knowledge economy era, the status of human resources has been paid more and more attention, especially in applied universities. As an important part of China's education system, the development and management of human resources in application-oriented universities directly affect the overall quality and future development of the school. This paper mainly discusses the principles that applied universities should follow in human resource management, such as fairness, transparency and continuous improvement. After in-depth research, it is found that many colleges and universities have many problems in human resources planning, incentive mechanism and staff training. Therefore, this paper puts forward a series of effective optimization measures, such as improving the salary and incentive mechanism, strengthening staff training and establishing a fair assessment mechanism. These measures are aimed at helping applied universities to manage human resources more scientifically and ensuring the healthy and stable development of universities.

Overall, research in the field of human resource management in domestic universities is becoming increasingly rich, providing strong theoretical support and management guidance for university managers. Human resource management of leisure sports specialty.

The research on human resource management of leisure sports specialty

is still in its infancy, but its importance is increasingly apparent. With the continuous development of leisure sports industry and the increasing demand for leisure activities in society, the demand for talents in this major is also expanding. Therefore, how to effectively predict, plan and meet this demand has become a key challenge for leisure sports majors.

Zhang Hua pointed out in "Analysis of Practice Teaching of Leisure Sports Specialty in Higher Vocational Colleges" (Zhang Hua, 2020) that due to the characteristics of leisure sports specialty, faculty members need to have rich practical experience and professional knowledge, but at present many faculty members are not well trained and prepared in this respect. In order to solve this problem, Zhang Hua proposed that higher vocational colleges should strengthen cooperation with enterprises and industry to provide more practical opportunities and training resources for faculty and staff. Students majoring in leisure sports should not only master relevant theoretical knowledge, but also have certain practical skills and market sensitivity. Therefore, higher vocational colleges should provide a variety of practical teaching opportunities, such as practice, practice base, project cooperation, etc., to help students transform their knowledge into practical ability and improve their employment competitiveness.

Wen Chuxia put forward a series of suggestions on setting up leisure sports major in higher vocational colleges in the article "Research on the Development of Leisure Sports Major in Guangdong Higher Vocational Colleges" (Wen Chuxia, 2022). With the promotion of "Healthy China" strategy, Guangdong leisure sports industry has developed rapidly, and the demand for talents is increasing. The research reveals that the leisure sports specialty in higher vocational colleges in Guangdong Province is generally set up late, and it is influenced by the regional characteristics of the school. In order to meet the demand for human resources of leisure sports industry, it is suggested that higher vocational colleges define the orientation of leisure sports specialty and closely combine it with the development strategy and resources of leisure sports industry in the region. At the same time, build a curriculum system that matches the needs of professional posts, strengthen cooperation with enterprises, establish

training bases, ensure that the trained talents can meet the actual needs of the industry, and provide continuous human resources support for the leisure sports industry.

The research on human resource management of leisure sports in China provides students with rich interdisciplinary knowledge. By combining leisure sports with human resource management, students can play a key role in sports industry and related fields.

Overall, the research on leisure sports specialty and its human resource management in China is deepening, and some achievements have been made, but there are still many challenges and difficulties, which need to be explored and innovated in practice. The domestic education field is full of vitality and potential, bringing new thinking and innovation. With the continuous development and change of society, domestic universities will play a key role in training future leaders and professionals.

2.5.2 Foreign research status

With the deepening of globalization, foreign research trends and development achievements are increasingly concerned by academic and industrial circles. On a global scale, especially in western countries, the theory and practice of leisure sports specialty and human resource management (HRM) have made in-depth development.

Leisure sports major in colleges and universities

In foreign countries, the research of leisure sports specialty in colleges and universities has made remarkable progress. Many international scholars pay attention to the development trend, curriculum design and student participation of leisure sports specialty. Through investigation and case study, they deeply discussed the education mode and training goal of leisure sports specialty in colleges and universities, which provided valuable reference for higher education institutions in different countries. These studies not only promote the international cooperation of leisure sports majors in colleges and universities, but also help to continuously improve the quality of education and the comprehensive quality of students.

Lower-Hoppe, L.M. et al. collected qualitative data of 68 sports club

officials, 4 leisure sports professionals and 29 university documents from three American universities in 'The Collegiate Sport Club Model: Development of a Concerted Framework' (Lower-Hoppe, L.M. et al., 2021). Theme analysis reveals the relationship between CSC's purpose and assumptions, inputs, activities, outputs, results and external factors that affect the operation of the club. At the same time, CSC is compared with community sports clubs, and university clubs are positioned in a wider range of amateur sports literature. The results of this study show that the practicability of CSC model, the extension of research and practice, and the organizational legitimacy of university clubs are of great significance.

Lee, K.Y., & Park, S.H.' The effect of informative gatherings on sustainable participation in leisure sports activities: the case of South Korea' (Lee, K.Y., & Park, S.H., 2021), from different angles, put forward a conceptual framework and a new perspective for the development of leisure sports specialty, and studied the factors affected by sustainable development. This paper discusses the moderating effect of informal gathering on self-determination motivation (SDM), leisure satisfaction (LS) and continuous participation intention (INPS) under the background of team leisure sports. This paper makes an empirical analysis of 423 adult samples participating in team leisure sports. The research has contributed to the expansion of self-determination theory in theory, confirmed the effect of informal gathering as a unique variable, and put forward practical significance for continuous leisure participation.

Ferriz-Valero, A. et al.' Gamification in physical education: evaluation of impact on motivation and academic performance within higher education' (Ferriz-Valero, A. et al. 2020) mentioned that in recent years, the gamification of physical education major is regarded as an innovative educational method, which can solve problems related to social behavior, students' motivation and academic performance at various educational stages. The purpose of this study is to analyze the influence of gamification on college students' motivation and academic performance. The research object is the future physical education professional teachers, and the research has been

carried out in the training of two academic years. A total of 127 students participated in the study, and they were divided into the gamification experimental group (62 students) and the control group (65 students). The results show that the external regulation of the students in the experimental group has increased, and at the same time they have achieved better results in academic performance. This provides strong evidence for leisure sports majors, indicating that the academic performance of students can be improved through gamification teaching methods. Although the intrinsic motivation has not changed, the nature of reward or punishment may play a key role in stimulating students' learning motivation.

The research on leisure sports in foreign universities not only enriches our understanding of leisure sports, but also provides students with rich learning opportunities. These studies not only promote the development of leisure sports education, but also provide students with broader career opportunities, enabling them to pursue a successful career in the sports industry and related fields.

Human resource management in colleges and universities

In foreign countries, especially in developed countries, leisure sports specialty developed earlier, and has become a hot field in the past few decades, with mature research results. It covers various key topics such as talent recruitment, performance management and employee training, and provides important support for employees.

Boon, C, et al. systematically reviewed the human resource management system and its measurement in a systematic review of human resource management systems and their measurement. It covers 495 empirical studies on 516 human resources systems. Through this review, the development of human resource system research with the passage of time is analyzed, and the important trend is determined, and the relationship between conceptualization and measurement of human resource system is clarified. It is founded that the increasingly extensive conceptualization and measurement of human resource system and the unclear definition of human resource system structure at different levels have hindered the progress of research. Up to now,

most of the research is not consistent with the basic assumption of synergy effect within the human resources practice system. There are problems in the measurement methods in these studies, and more and more human resources systems are confused with related concepts and achievements, and insufficient attention is paid to the structure of human resources systems at different levels. Their research provides theoretical support for global human resource management, and points out the direction of future research (Boon, Den Hartog, & Lepak 2019).

Azizi, M.R. et al. in the article "Innovative Human Resource Management Strategies During the Covid-19 Pandemic: A Systematic Narrative Review Approach", the purpose of the study is to identify unknown challenges, strategies and extraordinary decisions related to human resource management outside clinical organizations. In the context of COVID-19, organizations are facing unprecedented challenges, among which human resource management is particularly critical. In order to develop continuously in this complex environment, organizations need to re-examine and adjust their human resources strategies. The traditional human resource management strategy may no longer be applicable, and it is necessary to explore and deal with new challenges and opportunities. The core of the study is to explore the specific human resource challenges faced by non-clinical organizations during the COVID-19 pandemic, how to formulate strategies to deal with these challenges, and the extraordinary decisions made under this special background. Through in-depth research and analysis, this study aims to provide organizations with insights and suggestions on how to better manage and utilize their human resources, so as to better cope with current and future uncertainties and changes.

Aboramadan, M. et al., in "Human Resource Management Practices and Organizational Commitment in Higher Education: The Mediating Role of Work Engagement", discussed the impact of human resource management (HRM) practices on organizational commitment in Palestinian universities and tested the mediating role of work engagement as a black box mechanism in defining the relationship between HRM

practices and organizational commitment.(Aboramadan, M, et al., 2020) The data comes from 237 employees (academic and administrative staff) of Palestinian University. The author uses structural equation model to verify the hypothesis. The results show that HRM practice has a significant impact on employees' organizational commitment in higher education. In addition, job participation shows a significant mediating effect on one side of performance evaluation and organizational commitment, and on the other side of reward and compensation.

The research in the field of human resource management in foreign universities not only provides students with opportunities to study human resource management in depth, but also provides important management tools and strategies for organizations and provides us with valuable experience.

Human resource management of leisure sports specialty

The research in the field of leisure sports specialty and human resource management abroad mainly focuses on how to organize leisure sports activities effectively, also on how to manage and lead the participants and staff of these activities.

Chelladurai and Kim (2022) discussed the human resource management in sports and recreation in detail in their book "Human resource management in sport and recreation" (Chelladurai, P., & Kim, A.C.H., 2022). This book has been revised in the fourth edition, which reflects the various problems faced by the organization at present. They not only provide an important theoretical basis for current and future human resource management practitioners in the sports and entertainment industries, but also provide an overall perspective for human resource management by combining the three major groups in the sports field. These three groups together constitute the human resources of sports and entertainment industry. This provides a solid research and application foundation for the human resource management of leisure sports specialty.

Hurd, A.R. et al. introduced all aspects of leisure service management in a systematic and detailed way in their book "Leisure services management" (Hurd, A.R. et al., 2019), which covered many important fields, especially human resource

management. In the book, they describe in detail the latest development and trend of management knowledge in the field of leisure services. Not only that, they also strongly emphasize that professionals in the leisure service industry need to have a solid theoretical and practical foundation in management principles and strategies, so as to provide systematic and comprehensive guidance and suggestions for staff. This study by Hurd et al. undoubtedly provides an in-depth and comprehensive practical perspective and operational guide for managers and scholars in the field of leisure sports in human resource management, and lays a solid foundation for further research and application in this field.

Chiu, W. Won. D. and BAE, J.S. (2020) in 'internal marketing, organizational commitment, and job performance in sports and leisure services', aims to propose a conceptual model and explore the relationship among internal marketing, organizational commitment and job performance in leisure sports and fitness services. Through the questionnaire survey of 254 employees in 12 municipal sports centers in Taipei and the analysis by using structural equation modeling technology, the results show that internal marketing has a positive impact on organizational commitment and job performance, and organizational commitment plays a partial intermediary role between internal marketing and job performance. This study also further discusses the influence path of internal marketing strategies on employees' job performance, and incorporates their organizational commitment in the intermediary process. These findings emphasize the important role of internal marketing in customer service management in leisure sports.

The research on human resource management of leisure sports majors abroad provides us with an interdisciplinary perspective and helps us better understand the success and failure of leisure sports activities. These studies not only broaden our horizons, but also provide students with unique learning and career development opportunities.

Based on the present situation of foreign research, the research in the fields of leisure sports and human resource management abroad has continuously

promoted the development and innovation of higher education. These studies provide us with valuable reference and inspiration, which can help us improve the education system and better cultivate students' skills and knowledge. Through the interaction and exchange with foreign research, we can continuously improve the quality of leisure sports major and human resource management in colleges and universities to meet the changing social needs and professional challenges.

The above research shows that both in human resource management and leisure sports or leisure sports professional human resources are constantly deepening and developing. These studies provide important theoretical and practical references for researchers.



CHAPTER III

RESEARCH METHODS

According to four kinds of research questions, the researchers conducted four stages of investigation and research in the Guide to the Research and Development of Human Resource Management for Leisure Sports Majors in Colleges and Universities in China. They are:

3.1 To investigate the theoretical and practical system of human resource management in leisure sports majors in Chinese colleges and universities, and to construct its components and indicators.

3.2 To explore the current situation and ideal state of human resource management in leisure sports majors in Chinese colleges and universities.

3.3 To develop and design the guidelines for human resource management in leisure sports majors in Chinese colleges and universities.

3.4 To evaluate the guidelines for human resource management of leisure sports majors in Chinese colleges and universities.

3.1 Investigate the theoretical and practical system of human resource management in leisure sports majors in Chinese colleges and universities, and to construct its components and indicators.

3.1.1 Procedure

First of all, the researchers started a comprehensive literature review stage and investigate the component and indicators of human resource management of leisure sports specialty, researchers have formulated a set of strict and meticulous research steps to ensure that the information obtained is extensive and deep. In this process, the researcher not only browsed many books, but also consulted academic journals, professional reports, research papers and other materials that may be related to this research topic in detail. The purpose of doing this is to understand the existing knowledge, research trends and unresolved key issues in this field. In the process of literature review, the researchers also specially selected several representative and influential studies, and made in-depth reading and analysis to ensure that this study can

stand on the basis of predecessors and conduct more in-depth discussion.

Secondly, the researcher invited relevant experienced interviewees from universities in China. Five experts these interviewees not only made academic achievements, but also accumulated a lot of experience and insights in practical human resource management. Through communication with them, researchers expect to get first-hand and vivid information.

Third, researchers began to build research tools. Questionnaire Based on the literature review of the first two steps and the preliminary communication of the interviewees, six core elements of human resource management of leisure sports specialty are determined. Ensure that it has both theoretical support and practical needs.

After the tool is completed and filled in, the researcher continues to the next step, that is, data collection, so as to facilitate the final data analysis. In-depth communication was conducted with each interviewee to ensure that every important topic and question was fully discussed.

3.1.2 Interviewee

In order to ensure the pertinence and practicability of this study, a rigorous methodology is adopted. Firstly, based on the consistency between the content of interview questions and the research objectives, the feasibility and relevance of these questions are judged. After drafting the interview questions, several authoritative experts in the industry were invited to examine and review the questions in detail. These experts not only provide valuable suggestions on the content of the problem, but also help to ensure the perfection and applicability of the content.

These five experts have high academic and practical experience, all have doctoral degrees, and have more than 5 years of in-depth research and practical work experience in the field of human resource management of leisure sports specialty. They are:

1. Dr. QinLin. Dean of Physical Education College of Guangxi Normal University for Nationalities

2. Assoc.Prof.Suwat Junsuwan. Mahasarakham University

3. Dr. Mengjun. Dean of Physical Education College of Guangxi Normal University for Nationalities

4. Dr. Shi wenwen. Vice President of School of Physical Education and Health of Hubei University

5. Dr. Guo zhiguang. Doctor of Physical Education, Hubei University of Traditional Chinese Medicine.

The interviewees are five experts from five universities, including Mahasarakham University, Hubei University, Guangxi Normal University for Nationalities and Hubei University of Traditional Chinese Medicine. In order to further deepen the understanding of the actual situation, the researchers specially visited five universities and obtained a lot of first-hand information. The expert interviewees in these universities are all senior personnel in front-line teaching and management positions, and they have a clear, profound and practical understanding of the environment, challenges and difficulties of human resource management for leisure sports majors.

First, ask these teachers about their understanding of human resource management of leisure sports major and their views on their own development level in this respect. After clarifying their own judgment, they will continue to ask questions. What problems have they encountered in the process of human resource management? What are the biggest difficulties and challenges they have experienced? In the face of the problems of human resources management of leisure sports specialty, the government, education administrative departments and schools all need to bear certain responsibilities.

Researchers will ask whether the government and the administrative department of education have provided corresponding systems and safeguards. Did universities play their due role? These are all issues worth discussing. In addition, what important measures have teachers taken to promote the development of human resource management? What do they think? What measures do they think are most conducive to

their own growth?

Through the analysis and evaluation of teachers and principals, we can see whether the human resource management measures adopted by the school are really reasonable and effective, and what problems still exist. Finally, let these teachers talk about what they think the government, education administrative departments, schools and teachers themselves should do to better promote the human resource management of leisure sports specialty.

The above interviewees are all in front-line teaching and management positions, and they have a clear and profound understanding of the environment and difficulties of human resource management in leisure sports specialty. This enables them to put forward more targeted and operable methods and measures from the standpoint of teachers.

The next interview will be conducted in a semi-structured way, and the number of specific topics in the interview outline will be marked. Through interviews, we can fully understand the current situation and challenges of human resources management of leisure sports major in China universities. In terms of research dimensions, it is consistent with the dimensions of the questionnaire, namely human resource planning management, recruitment management, training management, performance management, promotion management and compensation management, with two topics in each dimension.

3.1.3 Research Instrument

Interview Form: In order to systematically collect the opinions and information of the respondents, the researchers designed an interview form (Table 2, Table 3) containing a series of standardized questions. These questions revolve around the key elements of professional human resource management in leisure sports, such as human resource planning, recruitment process, training and development, performance evaluation, and compensation and benefits. The design of the interview form ensures that consistent and comparable data are obtained from each respondent, which is convenient for subsequent quantitative analysis.

Semi-structured Interviews:

The researchers also adopted a semi-structured interview method, which provides greater flexibility and allows respondents to share more personal experiences and insights while answering fixed interview questions. In semi-structured interviews, the interviewer asks open-ended questions at appropriate times according to the progress of the interview to explore the respondents' in-depth views on specific topics, thereby obtaining richer and deeper qualitative data. This interview method is particularly suitable for exploring complex topics that require detailed insights and personalized answers.

Table 2 Basic information of interviews on leisure sports human resource management

Interviewee	gender	age	length of service as a teacher	academic degree	professional title
Expert Zhangbin	man	53	20 years	Ph. D.	Professor
Expert Lizhixiao	man	50	15 years	Ph. D.	Assoc. Prof
Expert Baizugang	man	55	25 years	Ph. D.	Professor
Expert Dengjin	man	47	18 years	Ph. D.	Assoc. Prof
Expert Hanbo	man	46	16 years	Ph. D.	Assoc. Prof

Table 3 Dimensions and questions of the interview outline for leisure sports human resource management

dimension	Number of topics
1.Human resource planning management	4
2.Recruitment management	6
3.Training management	3
4.Assessment management	2
5.Promotion management	5
6.Compensation management	6

In order to ensure the accuracy and professionalism of the study, the researchers decided to use a detailed checklist, the purpose of which is to identify the six key elements of human resource management in leisure sports. These six elements

were obtained from experts who were interviewed and selected in depth as the first goal of the study.

Validity: In order to ensure the practicality and extensiveness of these elements, the researchers not only referred to the opinions of experts when selecting these six elements, but also combined a large number of literature reviews to ensure their comprehensiveness and scientificity. These elements provide a preliminary theoretical basis for the development of the research tool and lay a solid foundation for subsequent data collection and analysis.

3.1.4 Data collection

When the form was constructed, the researcher first conducted multiple rounds of self-checking to ensure that every detail was complete and the description was clear. To further improve that the quality of the form, the researcher submitted it to the experts who had previously participated in the discussion for review to ensure that each explanation was well readable and easy to understand.

The key part of data collection was direct interaction with the experts. The researcher submitted the checklist to the experts and asked them to confirm each element based on their own experience and knowledge. This was not only to verify the accuracy of the elements, but more importantly to confirm the actual importance of these elements.

When all the experts completed the filling and returned the checklist, the researcher began to organize and summarize these suggestions. Based on their feedback, the researcher fine-tuned some elements to ensure that the human resource management program for leisure sports professionals under study met the highest quality standards.

3.5 Data processing and analysis

In order to make the data more convincing, the researchers attached a brief and intuitive description of each component of leisure sports professional human resource development to the list, and designed a five-level rating scale based on Likert's five-point scale method. This design is to enable experts to express their opinions more conveniently and directly.

The rating range is from 5 points "very suitable" to 1 point "not suitable".

The set standards include the following measures:

- 5 points means very suitable
- 4 points means suitable
- 3 points means generally suitable
- 2 points means low suitability
- 1 points means very low suitability

In order to ensure the scientificity and accuracy of data processing, the researchers selected professional computer data statistical programs, used these software to calculate the mean and standard deviation of each component, and adjusted them according to the five-level scoring standards, making the data more comparable and intuitive, providing strong support for subsequent research and decision-making.

- 4.51-5.00 points means very suitable.
- 3.51-4.50 points means suitable.
- 2.51-3.50 points means moderately suitable.
- 1.51-2.50 points means low suitability.
- 1.00-1.50 points means very low suitability.

3.2 To explore the current situation and ideal state of human resource management in leisure sports majors in Chinese colleges and universities

3.2.1 Procedure

In the complex process of exploring the human resource management (HRM) of leisure sports majors, the researchers adhered to a detailed and systematic process.

First, the researchers focused on the target population and samples closely related to HR, considering them as the key to revealing the current and ideal state of the implementation of human resource management strategies. In order to obtain this information more deeply, the researchers selected experts and staff from multiple key positions such as leaders and employees at all levels involved in human resource management, as well as management leaders, to ensure that the data obtained was

diverse and broad.

The next step was to focus on the construction of the research tool. The researchers spent a lot of time designing, revising and testing the questionnaire (Table 4) to ensure that its content could reflect the current state of human resource management and capture the expectations of the relevant personnel for the ideal state. In addition, the researchers arranged in-depth interviews to obtain richer and more specific feedback.

Table 4 Questionnaire settings for the six HRM components

dimension	Number of topics
human resource planning	8
Recruitment management	8
Training management	6
Assessment management	7
Promotion management	8
Compensation management	6

In the third step, in order to ensure the accuracy and reliability of the tool, the researcher once again demonstrated his rigorous research attitude and specially invited five experts from different departments to conduct IOC standard inspections. This not only ensured the validity of the structure and content of the questionnaire, but also further improved its reflectivity to the actual situation.

Data collection is the fourth step to explore the current status and ideal state of the implementation of human resource management policies. The researcher used the tools developed earlier to conduct extensive and in-depth surveys of the target group. The collected data will provide a basis for subsequent analysis and summary.

Finally, after the data collection was completed, the researcher began data processing and analysis. By calculating statistical indicators such as mean and standard deviation, the researcher tried to reveal the actual situation of human resource management in leisure sports majors in reality, as well as the expectations of relevant personnel for their ideal situation.

The main personnel involved are:

Human resource management personnel: responsible for formulating and evaluating the overall human resource strategy to ensure that the organization's future human resource needs met and matched with long-term goals.

Personnel recruitment department personnel: mainly focus on screening, interviewing and recruiting suitable employees to meet the needs of the school at all levels and departments, and ensure that there is enough talent reserve to support the development of the organization.

Training and development person in charge: focus on the continuing education and development of employees. They develop and implement various training programs based on the needs of employees to improve their skills and knowledge so that they can better adapt to the changes and development of the organization.

Appraisal managers: responsible for evaluating employees' work performance and ensuring that each employee can meet the expectations of the organization in their position. They use a variety of tools and methods to evaluate employee performance and provide feedback to help employees achieve better development.

Promotion managers: focus on the career development of employees. These people develop and implement promotion strategies to ensure that employees have the opportunity to obtain higher positions and greater responsibilities, and inject new vitality

Compensation managers are responsible for developing and adjusting compensation structures to ensure that employees receive fair and competitive compensation and benefits. They also need to ensure that the compensation system can attract and retain top talent while also supporting long-term strategic goals.

Each staff member in these six areas can provide valuable insights and information for this study, ensuring the comprehensiveness and depth of the research. In-depth research in these areas can provide strong support for professional human resource management in leisure sports.

3.2.2 Population and Sample

Human resource management is the management of the recruitment, training, evaluation, motivation and maintenance of employees within an organization. Its main purpose is to ensure that the skills, abilities and knowledge of employees match the long-term strategy and short-term goals of the organization.

The focus of management is: comprehensive coordination and precise planning of human resources, careful selection and efficient recruitment of employees, quantitative management of performance, continuous training and personal development of employee capabilities, reasonable formulation and optimization of remuneration and benefits, and establishment of a harmonious employee relationship management mechanism.

In order to ensure the scientificity and objectivity of the research results, this study adopted stratified random sampling technology as the core sampling method, see Table 5 and Table 6 for details.

Table 5 Overall selection of institutions for research

University name	Open professional time	Ranking(2022)
Guangzhou Sport University	2007	1
Beijing Sport University	2012	2
Hebei University of Media and Communications	2013	3
Qijing Normal University	2018	4
Wuhan Business University	2015	5

Table 6 The number of school leaders, faculty leader and teachers in five universities is shown in the following table.

serial number	category	Population	Sample size
1	University leaders	10	10
2	Leaders of physical education institute	22	21
3	teachers	56	49
total		88	80

In this method, the entire population is first divided into several non-overlapping sub-populations or layers based on important variables that we believe may affect the research results. For example, in this study, the research subjects are stratified by school type, management level, and educational background. Specifically, various factors that may affect the research need to be considered, such as the overall ranking of the school, the construction progress and quality of the leisure sports major, etc. Then, samples are randomly selected from each layer. This method ensures that each layer is represented in the sample, thereby improving the accuracy of the research.

The population consists of the presidents, vice presidents and other leading managers of five universities: Guangzhou Sports Institute, Beijing Sports University, Hebei Institute of Communication, Qujing Normal University, and Wuhan Business School (data source: the latest 2022 evaluation, Table 5); deans and vice deans of the School of Physical Education, etc., a total of 32 people (Table 6). In addition, in order to more comprehensively examine and understand the teaching links closely related to human resource management (HR), this study further included 56 professional teachers in the fields related to the leisure sports major of the above five universities as research subjects. In order to determine the sample size, the researcher used the formula of Yamane (1967).

The sample formula is as follows:

$$n = \frac{N}{1 + Ne^2}$$

where n is the sample size, N is the population, and e is set to 0.05

The sample selection criteria are as follows:

Consistency: This study selected five universities with strong representativeness and high teaching and research levels. These universities have successful experience in human resource management, and their comprehensive professional scores for professional construction are also five-star first-class majors, which can represent the highest standards of leisure sports professional education in my

country.

Sample stratification: In order to fully understand the human resource management of universities, the study selected different roles. In order to capture the perspectives of different management levels, university managers were first divided into leaders and managers. Secondly, in order to more specifically study the teaching links closely related to human resource management (HR), the researchers deliberately included teachers of leisure sports majors. Their perspectives will help understand HR practices from the perspective of frontline educators. The sample includes educators with different work experiences, divided into five years. The above stratification can ensure that the problem is studied in depth from different perspectives and levels. According to the Krejcie and Morgan sampling table and Yamane (1967) formula, the sample error is ensured to be within 5%. This method can ensure the sufficient size of the selected sample, making the research results more representative and scientific.

Validity: Within each layer, a random number generator is used to ensure that the selected individuals are random, thereby eliminating any potential bias or deviation and ensuring the scientificity and objectivity of the results. At the same time, all selected samples must meet the research requirements and provide complete and valid data. Incomplete or invalid data will be excluded from the sample.

3.2.3 Research Instrument

In order to ensure the depth and breadth of the study, this study adopts two classic research tools: questionnaire and semi-structured interview.

First, the researcher contacted the teachers majoring in leisure sports in colleges and universities in China through questionnaires to explore their current situation in human resource management. The questionnaire consists of two parts:

Part I: Background investigation. In addition to the standard demographic information (such as gender, age, teaching experience, etc), the researchers also added some questions specific to the higher education environment, such as teachers' professional titles, learning background, application frequency of information

technology in teaching, etc, in order to better understand the background and educational environment of the interviewees.

Part II: Questionnaire survey on the professional development of leisure sports teachers in human resource management in colleges and universities. This part is the core of this study. We use the Likert five-level scale to evaluate the development level of human resource management in leisure sports majors from six dimensions: human resource planning management, recruitment management, training management, assessment management, promotion management, and compensation management. These dimensions are based on the results of previous literature reviews to ensure that the content of the questionnaire has both depth and breadth. The corresponding scores are: 1 = completely inconsistent; 2 = slightly consistent; 3 = semi-compliant; 4 = mostly consistent; 5 = completely consistent. The higher the score, the higher the level of development of human resource management.

Validity: To construct the questionnaire form, researchers follow five steps. Based on the early literature review, especially those concerned about policy implementation, the researchers formulated preliminary questions.

The First step, the researcher formulates the problem according to the process of policy implementation and its six components mentioned in the literature review.

Secondly, researchers classify and integrate the problems into two main parts through logic and theme.

In the third step, the researcher submitted the first draft of the questionnaire to the instructor for checking and editing to verify the accuracy of the questionnaire.

Then, the second draft questionnaire was submitted to experts for more comments and suggestions. The questionnaire was verified by five experts. These experts have at least five years of relevant work experience and at least obtained a doctorate. These experts are:

1. Prof. Qin lin. Guangxi Normal University for Nationalities

2. Assoc.Prof.Suwat.Junsuwan.Mahasarakham University

3. Dr.Mengjun.Dean of Physical Education College of Guangxi Normal University for Nationalities

4. Dr.Shi wenwen.Vice President of School of Physical Education and Health of Hubei University

5. Dr.Guo zhiguang. Doctor of Physical Education, Hubei University of Traditional Chinese Medicine.

Finally, the experts checked the validity of the content, and found the validity of the questionnaire by using the index of IOC. If the IOC value is between 0.50 and 1.00, the accuracy of content validity is effective (Harrion, 1983). The researcher revised the questionnaire according to the expert's suggestion and recommendation, and then returned the questionnaire to the instructor for final confirmation. IOC is considered as follows:

+1 indicates that the expert has determined that the question conforms to the content.

0 indicates that the expert is not sure whether the question meets the content.

-1 indicates that the expert determines that the problem does not conform to the content.

In the process of expert review, the researcher provided a simple scoring system for each question to collect feedback on the relevance of each question. Each question will get a score according to its relevance to the research purpose, which provides a clear and quantitative method to evaluate the content of the questionnaire and make necessary changes.

Data collection

First, in order to collect data more effectively, researchers obtained a research license from Mahasarakham University, and then sent the license together with research tools to the interviewees and experts who participated in the data collection process. The researcher completed the questionnaire collection within four weeks, and

distributed it to 80 respondents in the form of electronic questionnaire. The results show that the distributed questionnaires have been successfully recovered, reaching a recovery rate of 100%.

3.2.4 Data Manipulation and Analysis

First, in order to collect HRM-related data more effectively, the researcher obtained a research license from Mahasarakham University, and then sent the license together with the research tools to the interviewees and experts who participated in the data collection process.

The researcher completed the questionnaire collection within four weeks. The researcher used electronic questionnaire, which is more environmentally friendly and efficient. By e-mail, the researcher sent the questionnaire to 80 pre-screened respondents. These 80 interviewees are educators with certain experience and knowledge in the field of leisure sports.

Respondents can fill in according to their own schedule, and can avoid data loss or damage caused by traditional paper questionnaires. The results show that the distributed questionnaires have been successfully recovered, reaching a recovery rate of 100%.

In this study, the researchers used Statistical software and other software programs to make descriptive and statistical analysis of the collected data. In order to quantify the level of policy implementation performance, the researcher designed a five-point rating scale based on Likert type. This scale is designed to ensure that respondents can accurately and clearly express their feelings and evaluation on the performance of policy implementation. Represented as follows:

The level of development of human resource management is very high, representing 5 points.

The level of development of human resource management is very high, representing 4 points.

The level of development of human resource management is average,

representing 3 points.

The level of development of human resource management is low, representing 2 points.

The level of development of human resource management is very low, representing 1 point.

After collecting the feedback from the respondents, in order to present the data more intuitively, the researchers first converted all the answers into text and organized them into a structured data format. Afterwards, in order to conduct further statistical analysis, the researchers selected professional statistical software to calculate the average scores of the implementation performance of various policies under the current and expected status. In addition, in order to ensure the fairness and objectivity of the evaluation, the researchers referred to the average score and standard deviation standards proposed by Boonchom Srisa-ard (2010) for evaluation. The specific evaluation criteria are as follows:

4.51-5.00 indicates that the policy implementation performance is very high.

3.51-4.50 indicates high policy implementation performance.

2.51-3.50 indicates that the policy implementation performance is average.

1.51-2.50 indicates that the policy implementation performance is low.

1.00-1.50 indicates that the policy implementation performance is very low.

3.3 To develop and design the guidelines for human resource management in leisure sports majors in Chinese colleges and universities

3.3.1 Procedure

The final stage of this study is to formulate the guidelines for the implementation of human resources policies for leisure sports majors in Chinese colleges and universities. In the whole research process, it is very important to formulate the implementation guide, because it not only provides a clear implementation strategy

for colleges and universities, but also provides a direction for the sustainable development of human resource management for leisure sports majors.

First, the researchers used the Priority Demand Index (PNI). Priority Demand Index (PNI) is a tool that is used to determine the priority of a strategy or activity. It determines which parts of the implementation guide are the most critical based on the collected data, such as respondents' needs, expectations and current implementation status.

Then, through group discussion, expert interviews, and case studies, the researcher invited educators and experts with experience in the field of leisure sports professional human resource management to discuss the significance of the existing data and share their experiences. In addition, the researchers also studied the successful cases of other countries and regions, trying to find the experiences and lessons that can be used for reference.

Based on the results of the second stage and the relevant interview information, the researcher initially drafted the implementation guide. This first draft includes a number of specific strategies and suggestions, aiming at solving the current challenges and promoting the sustainable development of the profession.

Afterwards, the researcher invited experienced interviewees from colleges and universities in China to conduct interviews while evaluating the evaluation form. At the same time, the draft guide was submitted to Stakeholders (including administrators, educational policy makers and relevant industry representatives) for evaluation, and some Stakeholders were interviewed to learn their views and suggestions. These interviews helped the researchers to understand their views, expected effects and possible obstacles in implementing the guide more deeply, thus making the guide more comprehensive and practical.

3.3.2 Respondents

In order to improve the quality and practical significance of this study, the opinions and suggestions of experts played a key role in the process of formulating the implementation guide of human resources policy. In this study, five experts were

selected to interview and check the evaluation form. They not only have rich experience in academia, but also have close ties with the industry, which enables them to provide valuable insight into the research topic.

These experts come from the Ministry of Higher Education (DHE) in China, the Accreditation Committee of China (ACC) and the leisure sports professionals in major universities. They must have at least a doctorate and have more than five years of working experience in the education industry, so as to ensure that they have a clear and profound understanding of the environment and difficulties of human resource management in leisure sports specialty. The list of selected experts is as follows:

1. Dr. Meng Jun, Dean of the School of Physical Education, Guangxi Normal University for Nationalities
2. Dr. Zhou Hong, Party Secretary of Guangxi Vocational Teachers College
3. Dr. Nong Xiuli, Vice President of Guangxi Normal University for Nationalities
4. Dr. Liu Xiaodong, Professor of Nanning Normal University
5. Dr. Zhang Zhaolong, Vice Dean of the School of Physical Education, Guangxi Normal University for Nationalities

In order to obtain more specific and in-depth information, we made a semi-structured interview outline and conducted face-to-face interviews with experts on this basis. The interview topic covers six elements corresponding to the questionnaire stage: human resource planning, recruitment management, training management, performance management and compensation management. The emphasis is mainly on the setting process and management process of the scheme.

In addition to structured questions, the researchers also added some open-ended questions, such as: "In your experience, what do you think is the biggest challenge in human resource management of leisure sports major in colleges and universities?" And "What suggestions do you have to help colleges and universities manage their

leisure sports professional human resources more effectively?" These open-ended questions aim to guide experts to share their personal experiences and opinions and provide some valuable information that may not be directly mentioned.

In the interview, we paid special attention to the experts' challenges and problems in the actual operation of human resources management in colleges and universities, and their prospects for the future human resources management of leisure sports majors. We also asked experts about the preliminary design opinions of the implementation guide to ensure the relevance and feasibility of the guide. After the interview, according to the feedback and suggestions of experts, we made a series of revisions and improvements, and finally formulated a comprehensive draft guide for the implementation of human resources policies for leisure sports majors.

3.3.3 Research Instrument

In order to have a deeper understanding of the needs and opinions of the interviewees, we use the revised PNImodified index. This index has been optimized and adjusted to ensure that it can capture the real needs of respondents more accurately. When the value of PNImod is high, it means that the requirement is of high importance to the respondents and should be given priority in the implementation guide.

Moreover, after deeply understanding the key priority needs of PNImod, the researchers began to design a preliminary version of the implementation guide for human resources policies for leisure sports majors. This draft combines all the findings of previous studies and insights from other related studies.

At the same time, in order to ensure the practicality and accuracy of this guide, The researcher also designed a set of evaluation tools for experts. This tool includes a detailed evaluation form, a five-level rating scale and a series of open-ended questions. These tools are designed to collect experts' feedback on the quality of the guide, as well as the challenges and suggestions they think may be encountered in the implementation process. In this way, researchers can ensure that the final implementation guide is both scientific and practical.

Interview Form:

In order to systematically collect the opinions and information of the respondents, the researchers designed an interview form containing a series of standardized questions (Tables 7 and 8). These questions revolve around the key elements of professional human resource management in leisure sports, such as human resource planning, recruitment process, training and development, performance evaluation, and compensation and benefits. The design of the interview form ensures that consistent and comparable data are obtained from each respondent, which is convenient for subsequent quantitative analysis.

Semi-structured Interviews:

The researchers also adopted a semi-structured interview method, which provides greater flexibility and allows respondents to share more personal experiences and insights while answering fixed interview questions. In semi-structured interviews, the interviewer asks open-ended questions at appropriate times according to the progress of the interview to explore the respondents' deep views on specific topics, thereby obtaining richer and deeper qualitative data. This interview method is particularly suitable for exploring complex topics that require detailed insights and personalized answers.

Table 7 Information of respondents

Interviewee	gender	age	length of service as a teacher	academic degree	professional title
expert A	man	53	20 years	Ph. D.	Professor
expert B	man	50	15 years	Ph. D.	Assoc. Prof
expert C	man	55	25 years	ED. D.	Professor
expert D	man	47	18 years	Ph. D.	Assoc. Prof
expert E	man	46	16 years	ED. D.	Assoc. Prof

Table 8 Interview questions

What problems do you think the current situation of human resource management in leisure sports majors in Chinese colleges and universities has?
Does the human resource management model of leisure sports majors in Chinese colleges and universities need to be improved?
Is it necessary to set up a development guide or policy for the human resource management model of leisure sports majors in colleges and universities in the People's Republic of China? What should it include?
What suggestions or opinions do you have for the future development of the human resource management model of leisure sports majors in universities in the People's Republic of China?

3.3.4 Data collection

When the researcher prepares to send the evaluation form to the experts, make sure that each key point is clearly listed so as to facilitate the experts' evaluation. After completing the evaluation form, researchers began to send it to experts. When sending the guide, the researcher attached an evaluation form. The purpose, importance and expected completion date of this evaluation are explained in detail.

After sending the form, the researcher's next task is to follow up with each expert. Through regular communication with experts, the researcher can solve any doubts or problems in the first time, ensure the smooth progress of the evaluation process, and take back the form within the scheduled date.

When all the evaluation forms have been withdrawn, the researcher will check the contents of each form in detail. This includes not only ensuring that all information is completely filled in, but also ensuring that each evaluation is marked as required.

3.3.5 Data Manipulation and Analysis

After all the evaluation forms were recovered and checked correctly, the researchers began to process and analyze the data. Each evaluation is scored according

to the predetermined five grades, which provides a basis for statistical analysis.

The researcher invited experts to check the evaluation form based on the following five grades: 5 for strong agreement, 4 for agreement, 3 for uncertainty, 2 for disagreement and 1 for strong opposition. In order to get the results of this stage, the researchers used statistical software to find out the average score and standard deviation of each item in the evaluation form.

The quality of the development guide is very high, representing 5 points.

The quality of the development guide is high, representing 4 points.

The quality of the development guide is average, representing 3 points.

The quality of the development guide is low, representing 2 points.

The quality of the development guide is very low, representing 1 point.

Subsequently, the researchers translated the respondents' answers into words. In order to get the results of the second stage, the researcher used a statistical package program called SPSS to find out the average score of each item in the current and expected state. The researcher based on the average score and standard deviation of Boonchom Srisa-ard (2010). The average score is classified as follows:

4.51-5.00 indicates that the quality of the development guide is very high.

3.51-4.50 indicates that the development guide is of high quality.

2.51-3.50 indicates that the quality of the development guide is average.

1.51-2.50 indicates that the quality of the development guide is low.

1.00-1.50 indicates that the quality of the development guide is very low.

Finally, based on these statistical data and analysis results, researchers can determine which projects are strongly supported by experts and which projects may need further revision or improvement. This provides a valuable reference for the subsequent revision and improvement of the guide.

3.4 To evaluate the guidelines for human resource management of leisure sports majors in Chinese colleges and universities

3.4.1 Procedure

This stage is the last stage of this study. This study deeply evaluates the current guiding ideology of human resource management of leisure sports major in colleges and universities, and is committed to building a more scientific, practical and innovative management model. Evaluating and analyzing the current guiding ideology is the key link in this process, because only by deeply understanding the operation mode, achievements and problems of the existing system can we put forward a more reasonable and efficient management plan.

First of all, literature review is the leading work at this stage. Researchers have carefully combed the academic works and research reports in recent years, aiming at comprehensively grasping the basic framework and operational logic of the existing management concepts and models from the theoretical level. In order to ensure the breadth and depth of research, we not only focus on domestic related research, but also introduce international advanced theories and practical cases to ensure that our research is more forward-looking and innovative.

Then, by organizing a series of group discussions and expert interviews, the researchers explored the details, effects and corresponding social, economic and cultural backgrounds of the guiding ideology in practice. These activities allow us to understand the daily challenges, innovative attempts and expected changes in management from the perspective of practitioners.

According to the rich information collected by group discussions and expert interviews, we can identify the key elements, strengths, weaknesses and improvement space of existing management ideas more specifically. These findings provide strong theoretical and practical support for us to build a new human resource management model that is more suitable for the actual needs of leisure sports majors in colleges and universities.

3.4.2 Experts

In order to get more concrete, multi-angle and in-depth evaluation feedback, we specially selected a group of interviewees with authority and experience in the field of human resource management of leisure sports specialty. They mainly come from China's Ministry of Education, local certification committees, and leisure sports professional representatives from well-known universities all over the country. This combination ensures that the feedback we get has both macro-policy insight and micro-field operation experience.

These experts come from the Ministry of Higher Education (DHE) in China, the Accreditation Committee of China (ACC) and the leisure sports professionals in major universities. They must have at least a doctorate and have more than five years of working experience in the education industry, so as to ensure that they have a clear and profound understanding of the environment and difficulties of human resource management in leisure sports specialty. The list of selected experts is as follows:

1. Dr. Mengjun. Dean of Physical Education College of Guangxi Normal University for Nationalities
2. Dr. Zhouhong. Secretary of the Party Committee of Guangxi Vocational Teachers College
3. Dr. Nongxiuli. Vice President of Guangxi Normal University for Nationalities
4. Dr. Liuxiaodong. Professor of Nanning Normal University
5. Dr. Zhangzhaolong. Vice Dean of the School of Physical Education, Guangxi Normal University for Nationalities

In terms of the issues involved, special attention is paid to how the respondents view the guiding ideology of the current human resource management of leisure sports majors, which parts are the most successful or effective; the main difficulties encountered in actual work, and what strategies or methods do you think are the most effective in dealing with these difficulties; the effects of some management models in actual operations, and how to innovate and optimize within the existing

framework; as well as the outlook and expectations for future management models, in which direction the human resource management of leisure sports majors should develop, and what characteristics or functions this management model has. After the interview, according to the feedback and suggestions of experts, a series of modifications and improvements were made, and finally the management plan of human resources for leisure sports specialty was formulated.

3.4.3 Research instrument

In order to ensure the scientific and effective evaluation of the guiding ideology of human resources management for leisure sports majors in colleges and universities, researchers have adopted research tools such as open interviews and exchanges and discussions. The purpose of these tools is to understand the current guiding ideology from practitioners and experts, and to provide suggestions and directions for new management models.

At the same time, in order to collect more specific and targeted feedback, we designed a set of evaluation tools for experts. This tool includes a detailed evaluation form, a five-level rating scale and a series of open-ended questions. These problems mainly focus on the effect of guiding ideology, the challenges in implementation and the expectation of future models. Through these feedbacks, researchers can ensure that the new management model is more scientific and practical.

3.4.4 Data collection

When the researcher sends the evaluation form to the experts, he has ensured that every key point of the form is clear, so that the experts can make an accurate evaluation. Subsequently, the researchers began to interview and communicate with these experts, and made clear the purpose, significance and deadline of the evaluation.

In the process of collecting data, researchers communicate with each expert regularly to ensure the smooth progress of the evaluation. For each recovered evaluation form, the researchers carefully checked it to ensure the integrity and accuracy of the data.

3.4.5 Data processing and analysis

After all the evaluation forms were collected and verified, the researchers first sorted out the collected evaluation data and entered them into the computer statistical software. All feedback was classified and scored according to the five-level scoring system.

The researchers invited experts to review the evaluation forms and divided them into the following five levels: 5 points for strongly agree, 4 points for agree, 3 points for uncertain, 2 points for disagree, and 1 point for strongly disagree. In order to obtain the results of this stage, the researchers used statistical software to find the average score and standard deviation of each item in the evaluation form. Based on this, translated into words, the overall evaluation of the current guiding ideology of human resource management is obtained and classified:

4.51-5.00 indicates that the applicability of management mode is very high.

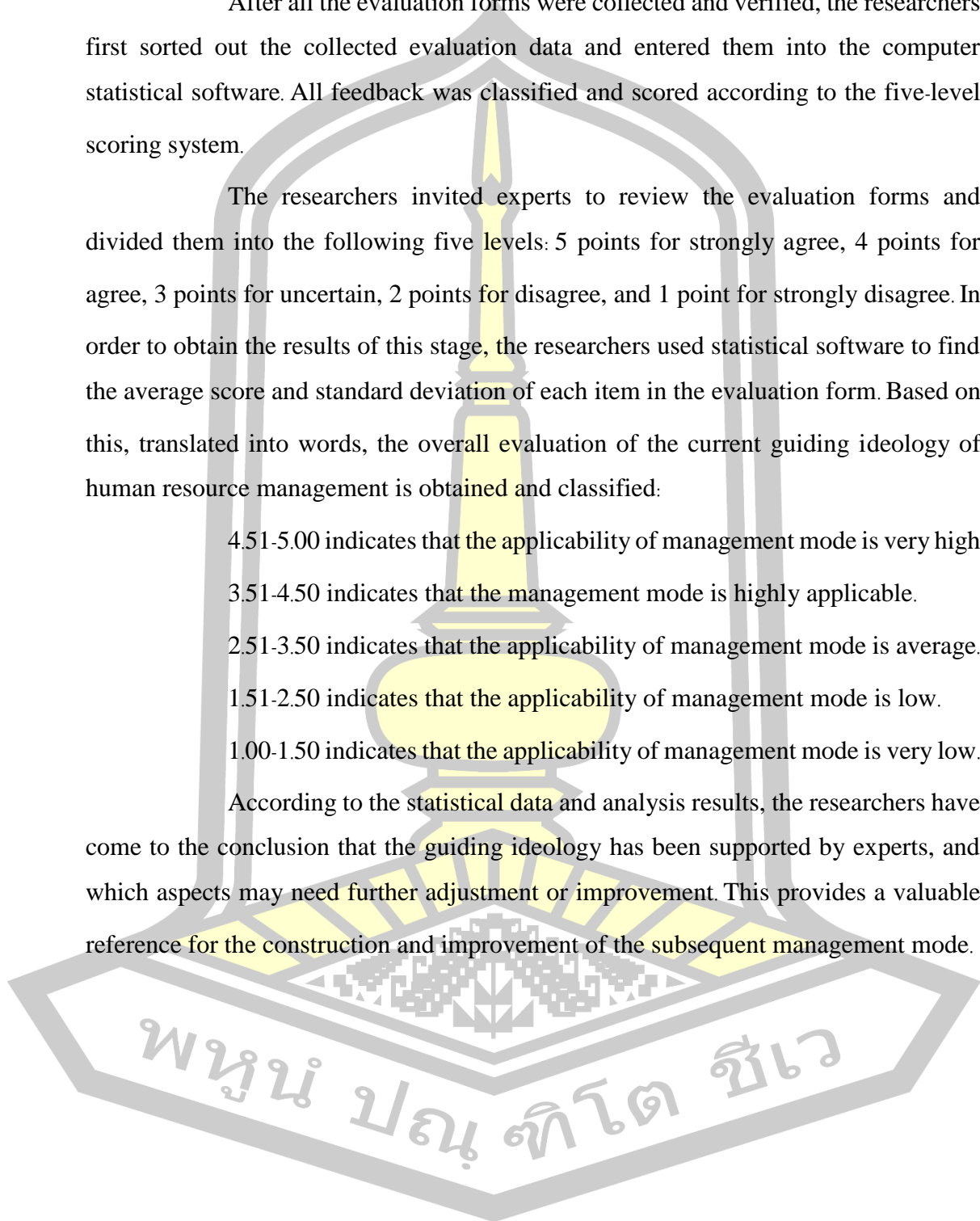
3.51-4.50 indicates that the management mode is highly applicable.

2.51-3.50 indicates that the applicability of management mode is average.

1.51-2.50 indicates that the applicability of management mode is low.

1.00-1.50 indicates that the applicability of management mode is very low.

According to the statistical data and analysis results, the researchers have come to the conclusion that the guiding ideology has been supported by experts, and which aspects may need further adjustment or improvement. This provides a valuable reference for the construction and improvement of the subsequent management mode.



CHAPTER IV

RESULT OF DATA ANALYSIS

The researchers explained the data analysis procedure and introduced the data analysis results of the human resources management of leisure and sports majors in Chinese colleges and universities. These data come from experts and questionnaires on the formulation of guidelines for the development of human resources management in leisure and sports majors in Chinese colleges and universities. The data analysis procedures are as follows:

4.1 Data analysis represents the symbols

4.2 Sequence of steps in presenting data analysis results

4.3 Data analysis results

4.1 Data analysis represents the symbols

\bar{x} : Mean

S. D: stands for the sample standard deviation

PNI modified : Priority Need Index

N: population

I: Importance or ideal state

D: The current condition

4.2 Sequence of steps in presenting data analysis results

Phase 1: Investigate the components of human resource management of leisure sports major.

Phase 2: The current condition state, ideal state and strategy of human resource management of leisure sports major in Chinese colleges and universities.

Phase 3: Design the human resources implementation guide for leisure sports majors in Chinese colleges and universities.

Phase 4: Evaluating the guidelines for human resource management in leisure sports majors in Chinese colleges and universities.

4.3 Data analysis results:

4.3.1 Investigate the results of the components of human resource management in the leisure sports majors

During this phase, five experts reviewed the components and indicators. The researcher sent assessment forms to five experts and then withdrew them from the experts within two weeks. Leisure sports human resource management consists of six components, each of which contains two indicators. See Table 9 for details.

Table 9 Components and indicators of human resource management in leisure sports majors

Components of human resource management of leisure sports specialty	Indicators of Human Resource Management in Leisure Sports
1.Human resource planning management	1) Human resource demand analysis 2) Human resource allocation strategy
2.Recruitment management	1) Recruitment process optimization 2) Employee selection criteria
3.Training management	1) Training demand planning 2) Training effect feedback
4.Assessment management	1) Assessment requirements formulation 2) Performance evaluation system
5.Promotion management	1) Career development path 2) Promotion criteria formulation
6.Compensation management	1) Salary structure design 2) Welfare policy planning

Table 10 Objective conformity and suitability of human resource management components in leisure sport majors

Components of human resource management in Leisure Sport majors	Suitability level			Feasibility Level		
	\bar{X}	S.D.	Translation	\bar{X}	S.D.	Translation
1.Human resource planning management	4.95	0.02	Most	4.92	0.02	Most
2.Recruitment management	4.93	0.01	Most	4.96	0.01	Most
3.Training management	4.90	0.03	Most	4.94	0.03	Most
4.Assessment management	4.97	0.00	Most	4.95	0.02	Most
5.Promotion management	4.98	0.39	Most	4.91	0.02	Most
6.Compensation management	4.99	0.39	Most	4.98	0.01	Most

According to the data in Table 10, all the components of human resource management of leisure sports majors in universities are suitable.

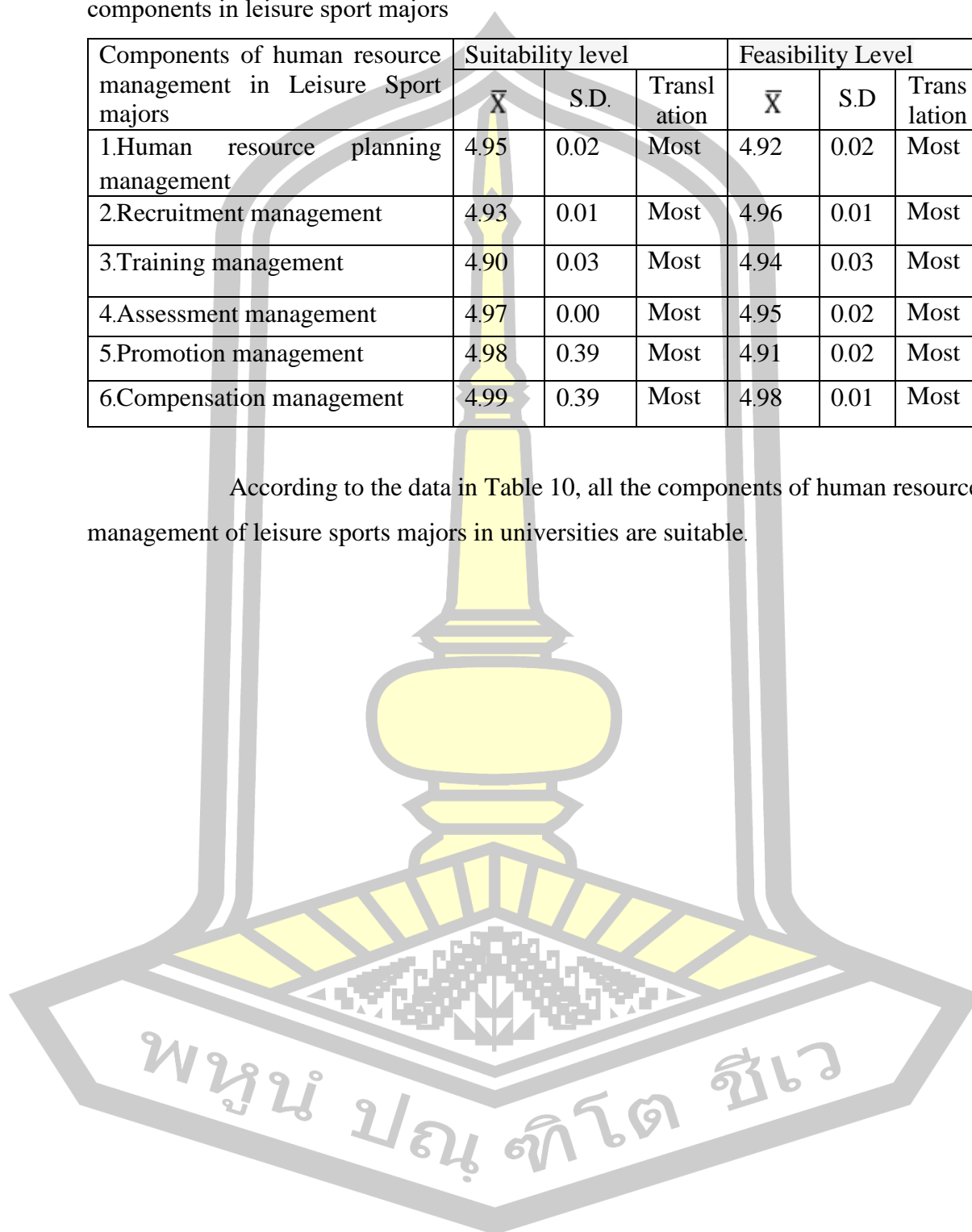


Table 11 Objective integration and adaptability of indicators for human resource management in leisure sport majors

Components and indicators of Human Resource Management in Leisure Sport majors		Suitability level			Feasibility Level		
		\bar{X}	S.D.	Translation	\bar{X}	S.D.	Translation
1.Human resource planning management	1.1Human resource demand analysis	4.92	0.02	Most	4.96	0.01	Most
	1.2Human resource allocation strategy	4.94	0.03	Most	4.98	0.03	Most
2.Recruitment management	2.1Recruitment process optimization	4.95	0.01	Most	4.99	0.02	Most
	2.2Employee selection criteria	4.90	0.02	Most	4.94	0.02	Most
3.Training management	3.1Training demand plan	4.97	0.03	Most	4.95	0.01	Most
	3.2Training effect feedback	4.93	0.02	Most	4.97	0.03	Most
4.Assessment management	4.1Assessment requirements formulation	4.99	0.01	Most	4.93	0.01	Most
	4.2Performance evaluation system	4.91	0.02	Most	4.92	0.02	Most
5.Promotion management	5.1Career development path	4.98	0.02	Most	4.90	0.03	Most
	5.2Promotion standard formulation	4.96	0.03	Most	4.95	0.02	Most
6.Compensation management	6.1Compensation structure design	4.95	0.01	Most	4.91	0.01	Most
	6.2Welfare policy planning	4.99	0.03	Most	4.97	0.02	Most

As shown in Table 11, both indicators in each HR domain were considered appropriate.

4.3.2 The current condition state, ideal state and strategy of human resource management of leisure sports major in Chinese colleges and universities

Prior to the formal investigation, the investigator conducted a pre-investigation. In the pre-investigation stage, the researchers plan to adopt a

questionnaire survey to pre-evaluate the current situation of human resource management of leisure sports major in Chinese colleges and universities. The purpose of the pre-survey is to provide a reference and basis for the formal survey and ensure the validity and feasibility of the questionnaire design. The pre-survey will include 30 university educators with leisure sports professional background, who will be randomly selected from five universities, including Guangzhou University of Physical Education and Beijing Sport University, to ensure that the sample meets the requirements and representativeness of the formal survey. The pre-survey will cover six aspects of human resource planning management, recruitment management, training management, assessment management, promotion management and compensation management, aiming to understand the existing state, ideal state and gap of human resource management of leisure sports majors.

The pre-questionnaire design will be based on the structure and content of the formal survey, but simplified appropriately to quickly collect data and test and optimize the survey tool. Through this pre-survey, preliminary data were obtained to evaluate and improve the design of the formal questionnaire, ensuring the accuracy and practicality of the survey results. The results of the pre-survey will be used to adjust and improve the direction and content of the formal survey, so as to more effectively identify and solve the key problems in the development of human resource management of leisure sports majors in Chinese colleges and universities.

After the adjustment through the pre-survey, the formal survey is as follows:

The demographic results of the respondents

During this stage, the investigator distributed the questionnaires to the respondents. The interviewees are 80 educators from Guangzhou University of Physical Education, Beijing Sport University, Hebei University of Media and Communication, Qu Jing Normal University and Wuhan Business School who have certain experience and knowledge in the field of leisure sports, including university leaders, administrators and teachers of physical education colleges. These respondents were all working within

the jurisdiction of the Ministry of Education. The questionnaire was returned by the respondents within a week. Ultimately, the results are shown in the table below.

Table 12 Demographic frequency and percentage of respondents

Items		(n =80)	
		Frequency	Percentage
Sex	Man	36	45
	Woman	44	55
Age group	Under 30	1	1.25
	30-39 Years old	22	27.5
	40-49 Years old	42	52.5
	Over 50 years old	15	18.75
Qualification	Bachelor's Degree	7	8.75
	Master's Degree	58	72.5
	Doctor's Degree	15	18.75
Current position	University leaders	10	12.5
	Physical education college administrators	21	26.25
	Teacher	49	61.25
Working Experiences	Under 5 years	6	7.5
	5-9 years	23	28.75
	10-14 years	43	53.75
	More than 15 years	8	10

Table 12 shows the demographic information of the respondents. The analysis showed that 36 were male respondents, or 45%, and 44 were female, or 55%. In terms of age, there was 1 person under 30 years old, accounting for 1.25%, 22 people aged 30 to 39 years old, accounting for 27.5%, 42 people aged 40 to 49 years old, accounting for 52.5%, and 15 people aged over 50 years old, accounting for 18.75%. In

terms of education, 7 are for bachelor's degrees, accounting for 8.75%, 58 for master's degrees, accounting for 72.5%, and 15 for doctoral degrees, accounting for 18.75%. In the position category, there are 10 university leaders, accounting for 12.5%, 21 administrators of PE colleges, accounting for 26.25%, and 49 teachers, accounting for 61.25%. In terms of working years, 6 people from less than 5 years, accounting for 7.5%, 23 people from 5 to 9 years, accounting for 28.75%, 43 people from 10 to 14 years, accounting for 53.75%, while 8 people from more than 15 years, accounting for 10%.

Table 13 The Results of the Current Condition and Ideal State of Leisure Sports Majors in Chinese Colleges and Universities

Components of human resource management in leisure sports majors	current condition (n=80)		Level of Ability	Ideal state (n=80)		Level of Ability	PNI modified
	\bar{X}	S.D.		\bar{X}	S.D.		
Human resource planning management	2.40	0.50	Low	4.80	0.25	Very high	1.00
Recruitment management	2.45	0.55	Low	4.85	0.24	Very high	0.98
Training management	2.55	0.48	Medium	4.88	0.24	Very high	0.91
Assessment management	2.75	0.49	Medium	4.90	0.23	Very high	0.78
Promotion management	2.70	0.42	Medium	4.95	0.30	Very high	0.83
Compensation management	2.60	0.45	Medium	4.92	0.24	Very high	0.89
Total	2.58	0.49	Medium	4.88	0.24	Very high	0.89

Table 13 shows the complete results of the current condition and ideal state of leisure sports majors in Chinese colleges and universities. The overall presence

state is at the "general" level and the expected state is at the "very high" level. The current condition state of human resource planning management and recruitment management is low level. According to the obtained data, it can be concluded that there is a large gap between the current condition and expected state of leisure sports management in Chinese colleges and universities. The Priority Needs Index (PNI) modified values indicate that human resource planning management is the area requiring the most urgent attention, followed closely by recruitment management. Training management and compensation management are also important, with moderate gaps between the current and ideal states. Promotion and assessment management, while still needing improvement, have relatively lower priority. Overall, the findings emphasize the necessity of strategic interventions to enhance HRM practices in leisure sports majors, aligning them more closely with the ideal standards.

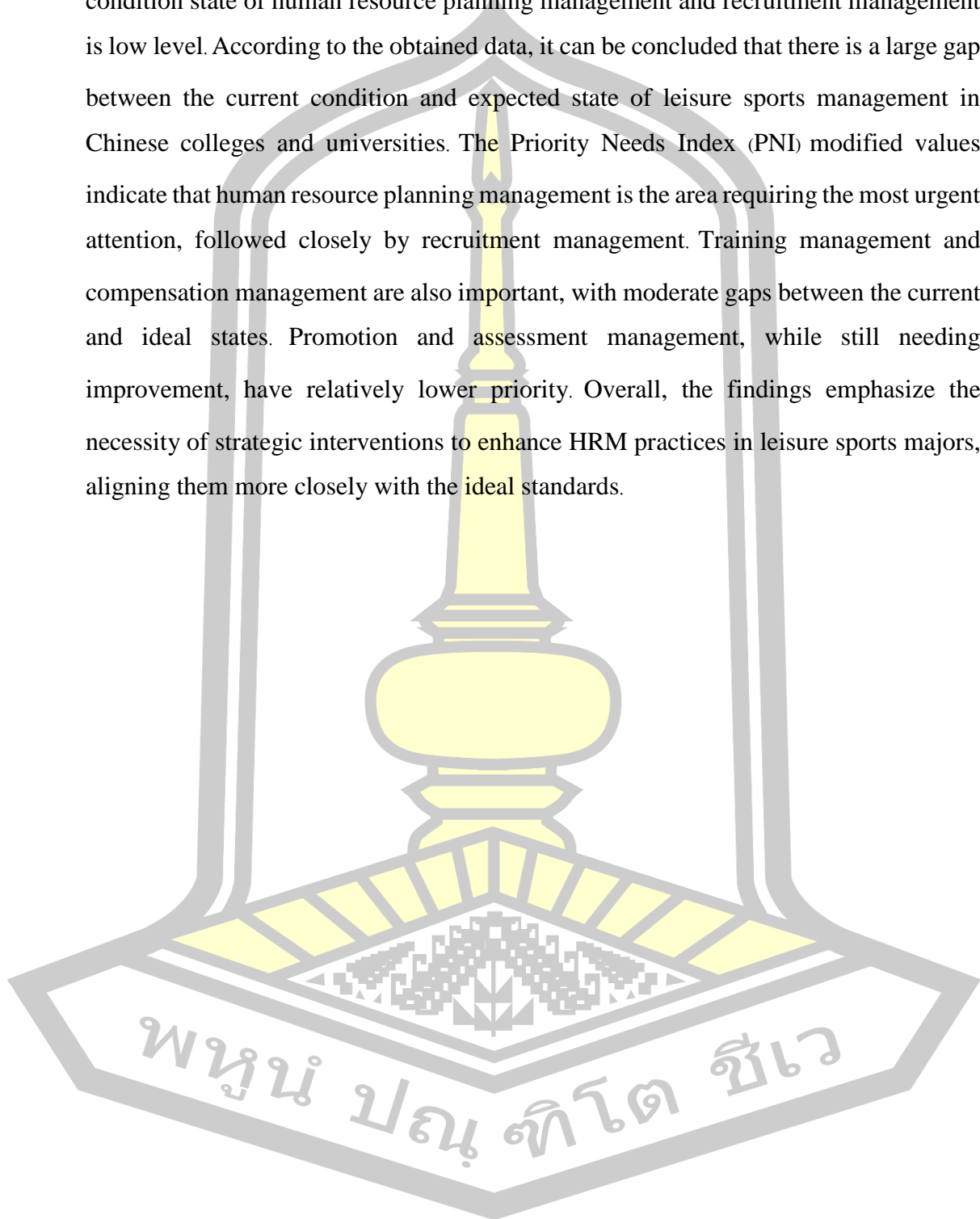


Table 14 Mean standard deviation, viability level and ideal state of the components and indicators of human resource planning management

Components and indicators of human resource planning management	Current condition (n=80)		Level of Ability	Ideal state (n=80)		Level of Ability
	\bar{X}	S.D		\bar{X}	S.D	
1.The degree to which the school's human resource planning and operation strategy is consistent with the current education	2.35	0.48	Low	4.75	0.22	Very high
2.Whether the school has taken into account external factors (such as industry changes, policies and regulations, etc.) in the human resource planning of leisure sports major	2.40	0.49	Low	4.78	0.23	Very high
3.In the human resource planning of leisure sports major, the school has the matching degree of the development trend of the future industry	2.42	0.47	Low	4.82	0.24	Very high
4.Schools consider the degree of student and teacher needs and expectations when developing resource planning management strategies	2.38	0.46	Low	4.77	0.26	Very high
5.The perfection degree of the school's human resource	2.41	0.50	Low	4.79	0.25	Very high

planning, management structure and decision-making process						
6.Clarity of the school's long-term and short-term development plan in the human resource planning of leisure sports major	2.36	0.51	Low	4.81	0.22	Very high
7.In the human resources planning management of leisure sports major, the school has targeted new skills and new teaching methods	2.39	0.49	Low	4.83	0.24	Very high
8.The school reevaluates and adjusts the frequency of its human resource planning strategies in leisure sports majors	2.37	0.48	Low	4.76	0.23	Very high
Total	2.40	0.50	Low	4.80	0.25	Very high

Table 14 shows that the average value of the current condition state of human resource planning management components of leisure sports majors in universities is at a low level, while the average value of the expected state is at a very high level. This shows that all indicators of human resource planning management of leisure sports majors in colleges and universities need to be improved. In particular, the degree to which the school's human resource planning and operation strategy is consistent with the current education, and the clarity of the long-term and short-term development plans are the focus of improvement.

Table 15 Mean value, standard deviation, viability level and ideal state of components and indicators of recruitment management

Components and indicators of recruitment Management	Current condition (n=80)		Level of Ability	Ideal state (n=80)		Level of Ability
	\bar{X}	S.D		\bar{X}	S.D	
1.The transparency and rationality of the school's teacher recruitment process	2.50	0.53	Medium	4.88	0.22	Very high
2.The degree of match between the professional development and training opportunities provided by the school for teachers and the expected needs	2.48	0.54	Low	4.87	0.23	Very high
3.The fairness and impartiality of the school in the process of screening and evaluating applicants	2.51	0.52	Medium	4.86	0.21	Very high
4.The rationality of the school's strategy to attract outstanding talents that match the school's construction goals and needs	2.49	0.55	Low	4.85	0.20	Very high
5.The school's recruitment standards and qualification requirements for teachers in leisure sports majors	2.47	0.56	Low	4.89	0.25	Very high
6.The professionalism of the school's recruitment team, and	2.46	0.57	Low	4.84	0.24	Very high

the initial screening, interview and final review process for applicants in leisure sports majors.						
7.The school's recruitment results and satisfaction in leisure sports majors	2.52	0.51	Medium	4.83	0.22	Very high
8.The school's channels and strategies for publishing recruitment information for leisure sports majors	2.50	0.50	Medium	4.82	0.23	Very high
Total	2.45	0.55	Low	4.85	0.24	Very high

Table 15 shows that the average value of the components and indicators of the recruitment management of leisure sports majors in universities is generally low in the existing state, while the average value of the indicators is high, reflecting that there is some room for improvement in the current operation, and there is a large gap between the expectation of recruitment management and the actual situation. In the recruitment standard, it is the weak link in the current management practice. Secondly, in order to attract the number of talents, the school does not fully consider its adaptability. The average value of development and training opportunities, adaptation and integration is slightly lower than that of other components, so it needs to take additional improvement measures.

Table 16 Mean standard deviation, viability level and ideal state of training management components and indicators of training management

Components and indicators of training management	Current condition (n=80)		Level of Ability	Ideal state (n=80)		Level of Ability
	\bar{X}	S.D		\bar{X}	S.D	
1. Professional training and further study opportunities provided by the school for teachers of leisure sports majors	2.73	0.50	Medium	4.91	0.23	Very high
2. The frequency of the school updating the skills and teaching methods of teachers of leisure sports majors	2.74	0.48	Medium	4.93	0.25	Very high
3. The training plan strategy formulated by the school and the degree of consistency with the long-term development goals	2.72	0.47	Medium	4.90	0.22	Very high
4. The customized training programs provided by the school for the characteristics and needs of leisure sports majors	2.75	0.49	Medium	4.92	0.21	Very high
5. The status of the school's continuous optimization measures for training management processes and strategies	2.76	0.46	Medium	4.8	0.24	Very high

6.The frequency of training cooperation and exchange activities between the school and external institutions (such as enterprises and other universities)	2.77	0.45	Medium	4.88	0.23	Very high
Total	2.75	0.49	Medium	4.88	0.24	Very high

Table 16 shows the comparison of the status quo and expectations of the management components and indicators of leisure sports training in universities. As can be seen from the table, the mean value of the current condition state of each index is generally not high, which is significantly different from the expected state.

For colleges and universities provides the clear direction of improving training management strategy, for schools for leisure sports professional teachers training and training opportunities, training frequency, and the school training plan strategy and its consistency degree with long-term development goals, the current condition of the current condition of these indicators mean is relatively low, is the weak link in the current management practice. Strengthening key areas can more effectively promote the professional development of teachers and improve the overall quality of education.

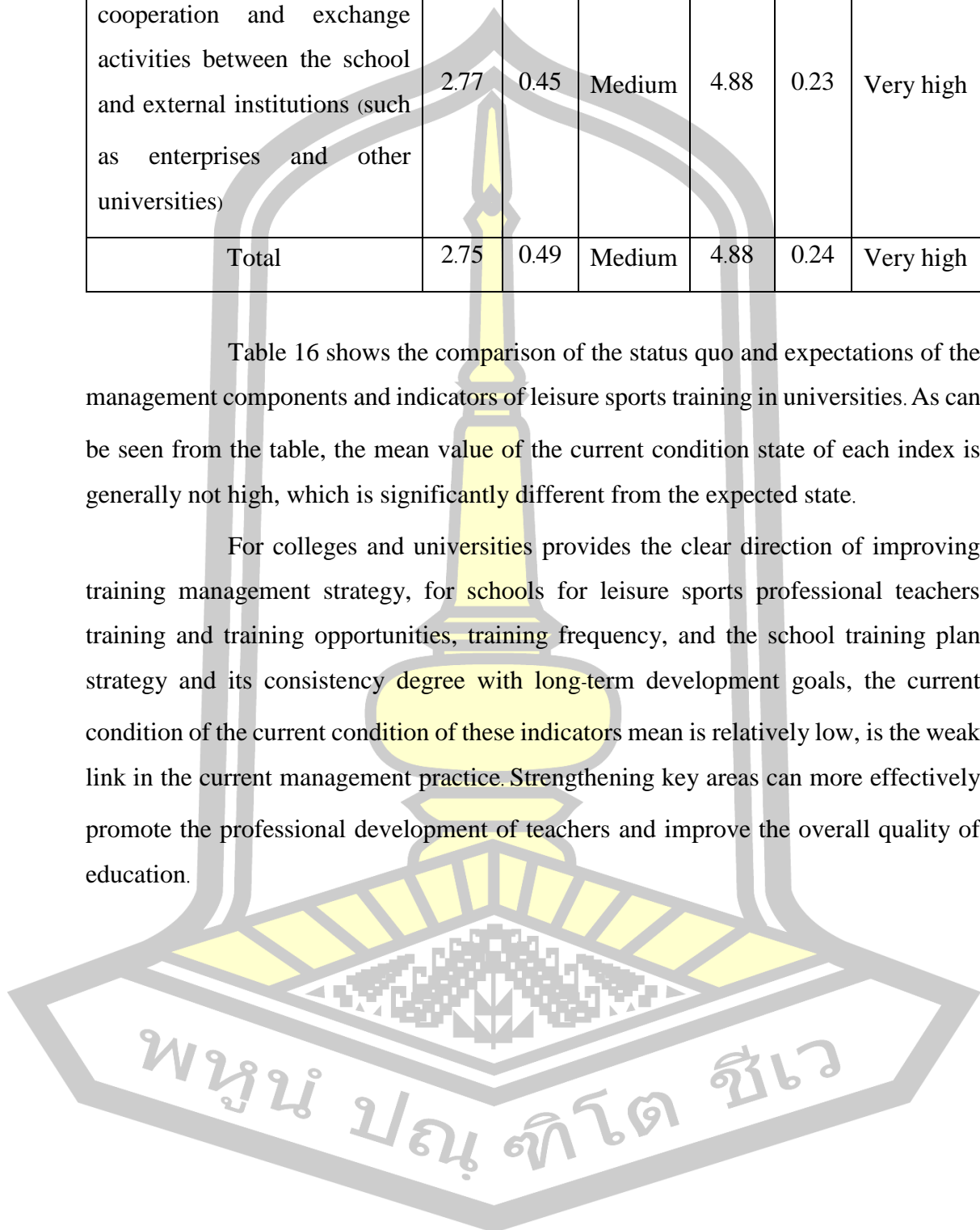


Table 17 Mean value, standard deviation, viability level and ideal state of the components of assessment management and indicators

Components and indicators of assessment management	Current condition (n=80)		Level of Ability	Ideal state (n=80)		Level of Ability
	\bar{X}	S.D		\bar{X}	S.D	
1.Performance evaluation standards and methods of the school for leisure PE professional teachers	2.58	0.46	Medium	4.92	0.22	Very high
2.The fairness, objectivity and transparency of assessment management	2.57	0.47	Medium	4.91	0.23	Very high
3.The performance appraisal of the school takes into account the contribution degree of teaching, research and service	2.59	0.44	Medium	4.93	0.21	Very high
4.Frequency of regular and temporary assessment of leisure and physical education professional teachers	2.61	0.43	Medium	4.94	0.24	Very high
5.Feedback mechanism and communication channel of the school to the assessment results of leisure physical education teachers	2.60	0.45	Medium	4.89	0.23	Very high
6.The strategy of linking performance appraisal with	2.62	0.42	Medium	4.95	0.20	Very high

promotion, reward and punishment						
7.The school's assessment and management of leisure sports major plays a role in promoting the long-term development goals of leisure sports majors	2.63	0.41	Medium	4.90	0.22	Very high
Total	2.60	0.45	Medium	4.90	0.23	Very high

Table 17 shows the current situation and Ideal stated condition status comparison of the components and indicators of the assessment management of leisure sports major in colleges and universities. As can be seen from the table, the average value of the current condition of various indicators is generally low, only about 2.60, which indicates that there are some deficiencies in the current assessment management practice, and further improvement and improvement are needed. Especially in the feedback mechanism and communication channels of the assessment results of leisure PE teachers, as well as the related strategies of the performance assessment and promotion, reward and punishment of leisure PE teachers. In contrast, the average Ideal stated condition status of each indicator is close to or above 4.90, showing that managers have high expectations for optimizing the assessment management efficiency.



Table 18 Mean, standard deviation, viability level and ideal state of promotion management components and indicators.

Components and indicators of promotion management	Current condition (n=80)		Level of Ability	Ideal state (n=80)		Level of Ability
	\bar{X}	S.D		\bar{X}	S.D	
1.The rationality of the school's promotion path arrangement for teachers of leisure sports	2.68	0.41	Medium	4.94	0.29	Very high
2.The basic conditions and requirements for the promotion of teachers of leisure sports formulated by the school	2.67	0.42	Medium	4.92	0.31	Very high
3.The degree to which the school's performance appraisal considers the teaching, research, and service contributions of faculty and staff	2.69	0.43	Medium	4.93	0.30	Very high
4.The school's promotion cycle and evaluation frequency for teachers of leisure sports	2.71	0.40	Medium	4.96	0.28	Very high
5.The weight distribution of teaching, scientific research, performance, etc. in the school's promotion evaluation	2.70	0.42	Medium	4.95	0.30	Very high

6.The school's safeguards for the fairness, objectivity, and transparency of promotion decisions	2.66	0.44	Medium	4.91	0.32	Very high
7.The school's follow-up training and development support for teachers of leisure sports after promotion	2.65	0.43	Medium	4.90	0.33	Very high
8.The consistency of the school's promotion management strategy with the overall development goals and strategies of the leisure sports major	2.64	0.45	Medium	4.89	0.34	Very high
Total	2.70	0.42	Medium	4.95	0.30	Very high

Table 18 provides an in-depth analysis of the promotion management of leisure sports majors in universities, and reveals the gap between practice status and ideal goal. It reflects the high expectation of managers for the promotion management system and the Ideal stated condition to achieve more efficient and balanced promotion policies. In particular, the weight allocation of promotion evaluation and the fairness and transparency of promotion decisions are relatively weak in the current state. These findings point to key areas in promotion management that require special attention and enhancement, such as optimizing criteria for performance evaluation and improving transparency in the decision-making process.

Table 19 Mean value, standard deviation, viability level and ideal state of compensation management components and indicators.

Components and indicators of compensation management	Current condition (n=80)		Level of Ability	Ideal state (n=80)		Level of Ability
	\bar{X}	S.D		\bar{X}	S.D	
1.The rationality of the school's basic salary, performance bonus and other benefits for leisure sports professional teachers	2.49	0.47	Low	4.85	0.23	Very high
2.Equity and competitiveness of the school's salary system	2.48	0.49	Low	4.87	0.25	Very high
3.The matching degree of the assessment of leisure sports major and the salary	2.57	0.47	Medium	4.90	0.22	Very high
4.The attraction of the school's salary and welfare policies to excellent talents	2.55	0.50	Medium	4.89	0.21	Very high
5.Scope and quality of medical, retirement, vacation, and other benefits the school currently offers to faculty and staff	2.54	0.46	Medium	4.86	0.24	Very high
6.Consistency between the salary policy and the development trend of the leisure and sports major	2.53	0.45	Medium	4.88	0.23	Very high
Total	2.55	0.48	Medium	4.88	0.24	Very high

Table 19 shows the current situation and comparison of the components and indicators of compensation management of leisure sports majors. As can be seen from the table, the average value of each indicator indicates that there is some room for improvement in the current compensation management practice. The average expectation state shows that managers have high expectations for the efficiency of compensation management, and they are eager to achieve a more fair, competitive salary system that is consistent with the development trend of leisure sports major. Of particular concern is the status of the school's basic salary, performance bonuses and other benefits for leisure and physical education professional teachers, as well as the fairness and competitiveness of the compensation system, with relatively low averages in the current state. It is a weak link in the current compensation management practice and needs to be strengthened and improved.

While collecting the data, the researchers put forward the effective human resource management plan for the university leisure sports major to all the samples through the questionnaire. This questionnaire was conducted simultaneously with the collection of data used to find the gap between the current and ideal status of human resource management of leisure sports professions.

In the questionnaire, the researchers set up a special section to make statistics on whether the human resource management mode of leisure sports major needs to be improved and whether it is necessary to set up a development guideline or policy for the development of the human resource management mode of leisure sports major in universities of the People's Republic of China. Among the 80 samples, 67 people (84%) believed that the human resource management model of leisure sports specialty needs to be improved. At the same time, 71 people (88.8%) thought it was necessary to set up a development guideline or guidelines for the management mode.

The researchers concluded that in order to improve the human resource management ability of leisure sports specialty, the key strategy lies in the improvement of management mode and the setting of development guidelines or guidelines. In this case, the investigator analyzed according to the data to obtain a suitable protocol.

Researchers analyzed the design of leisure sports major in Chinese colleges and universities. This analytical process included a validation with five experts.

These experts have extensive experience and expertise in the field of leisure sports professional human resource management, and their participation ensures the suitability and practicality of the developed procedures. Through expert validation, the investigator was able to ensure that the procedure both meets theoretical guidance and effectively responds to challenges encountered in practical work.

According to the research stage, there is a gap between the existing and expected states of leisure sports management in China.

Table 20 Results of priority demand index for human resource management component of college leisure sports major

Components of human resources management in leisure sports majors	I	D	PNI modified	Priority
1.Human resource planning management	4.80	2.40	1.00	1
2.Recruitment management	4.85	2.45	0.98	2
3.Training management	4.88	2.55	0.91	3
4.Assessment management	4.90	2.75	0.78	6
5.Promotion management	4.95	2.70	0.83	5
6.Compensation management	4.92	2.60	0.89	4

According to Table 20, in the HRM components of college leisure sports major, the PNI modified value of HRM is the highest of all components, indicating that it is the most needed attention and improvement area. Recruitment management priority ranks second, training management ranks third, the fourth priority is compensation management, the fifth priority is promotion management, and finally is the assessment management.

Table 21 Results of the priority demand index of human resource planning management elements

Components of human resource planning management	I	D	PNI modified	Priority
1.The degree to which the school's human resource planning and operation strategy is consistent with the current education	4.75	2.35	1.02	2
2.Whether the school has taken into account external factors (such as industry changes, policies and regulations, etc.) in the human resource planning of leisure sports major	4.78	2.40	0.99	6
3.In the human resource planning of leisure sports major, the school has the matching degree of the development trend of the future industry	4.82	2.42	0.99	6
4.Schools consider the degree of student and teacher needs and expectations when developing resource planning management strategies	4.77	2.38	1.00	5
5.The perfection degree of the school's human resource planning, management structure and decision-making process	4.79	2.41	0.99	6
6.Clarity of the school's long-term and short-term development plan in the human resource planning of leisure sports major	4.81	2.36	1.04	1
7.In the human resources planning	4.83	2.39	1.02	2

management of leisure sports major, the school has targeted new skills and new teaching methods				
8.The school reevaluates and adjusts the frequency of its human resource planning strategies in leisure sports majors	4.76	2.37	1.01	4

Table 21 shows that the school's long-term and short-term development plans in the leisure sports program has the highest clarity of all components. Secondly, in the human resources planning management of leisure sports majors, the situation of new skills and new teaching methods and the operation strategy of the school human resources planning management are in line with the current education. Then the school reevaluates and adjusts its frequency of human resource planning strategies in leisure sports majors, with the remaining areas relatively close to priority.

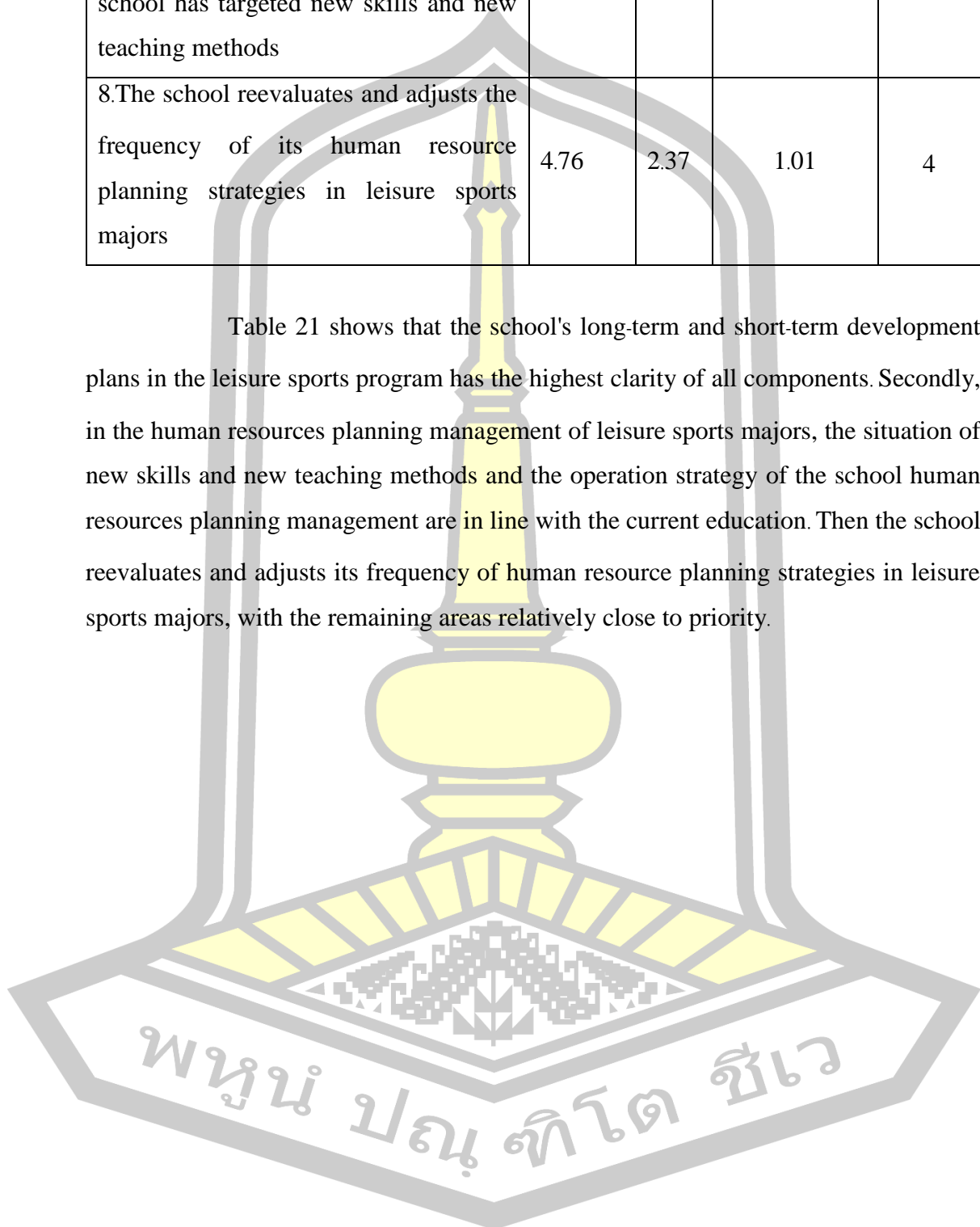


Table 22 Results of the component Priority Demand Index for Recruitment Management

Components of recruitment management	I	D	PNI modified	Priority
1. The transparency and rationality of the school's teacher employment process	4.88	2.50	0.95	4
2. Matching degree of the professional development and training opportunities provided by the school for teachers with the expected needs	4.87	2.48	0.96	3
3. The school is fair and impartial in the process of screening and evaluating the applicants	4.86	2.51	0.94	6
4. The rationality of the strategy to attract excellent talents that match the goals and needs of school construction	4.85	2.49	0.95	4
5. Recruitment standards and qualification requirements for leisure physical education teachers	4.89	2.47	0.98	1
6. The school's recruitment team is professional, and the initial screening, interview and final examination process for leisure sports professional applicants.	4.84	2.46	0.97	2
7. Recruitment effect and satisfaction of the school in leisure sports majors	4.83	2.52	0.92	8
8. The recruitment information for leisure sports majors	4.82	2.50	0.93	7

Table 22 shows that, among the recruitment management components, the school has the highest priority to the recruitment standards and qualification

requirements of leisure PE teachers, followed by the professionalism of the recruitment team and the recruitment process. The third priority is the matching degree of the professional development and training opportunities provided by the school for teachers with the expected needs. The fourth is the transparency and rationality of the teacher employment process and the rationality of the school's strategy to attract excellent talents. The sixth priority is the fairness and impartiality in the process of screening and evaluating applicants. The seventh is the release channel and strategy status of leisure sports professional recruitment information, and finally the recruitment effect and satisfaction.

Table 23 Results of the Component Priority Needs Index for Training Management

Components of training management	I	D	PNI modified	Priority
1. Professional training and further study opportunities provided by the school for teachers of leisure sports	4.91	2.73	0.80	1
2. The frequency of the school updating the skills and teaching methods of teachers of leisure sports	4.93	2.74	0.80	1
3. The training plan strategy formulated by the school and its consistency with long-term development goals	4.90	2.72	0.80	1
4. Customized training programs for the characteristics and needs of leisure sports	4.92	2.75	0.79	4
5. The status of the school's continuous optimization measures for training management processes and strategies	4.80	2.76	0.74	6
6. The frequency of training cooperation and exchange activities between the school and external institutions (such as	4.88	2.77	0.76	5

enterprises and other universities)				
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In the training management component of leisure sports in colleges and universities, the PNImodified value in all fields is relatively close, and there is room for improvement in all aspects of training management. The school provides professional training and training opportunities for leisure sports teachers, the frequency of updating skills and education methods for leisure sports teachers, and the training plan strategies and their consistency with long-term development goals.

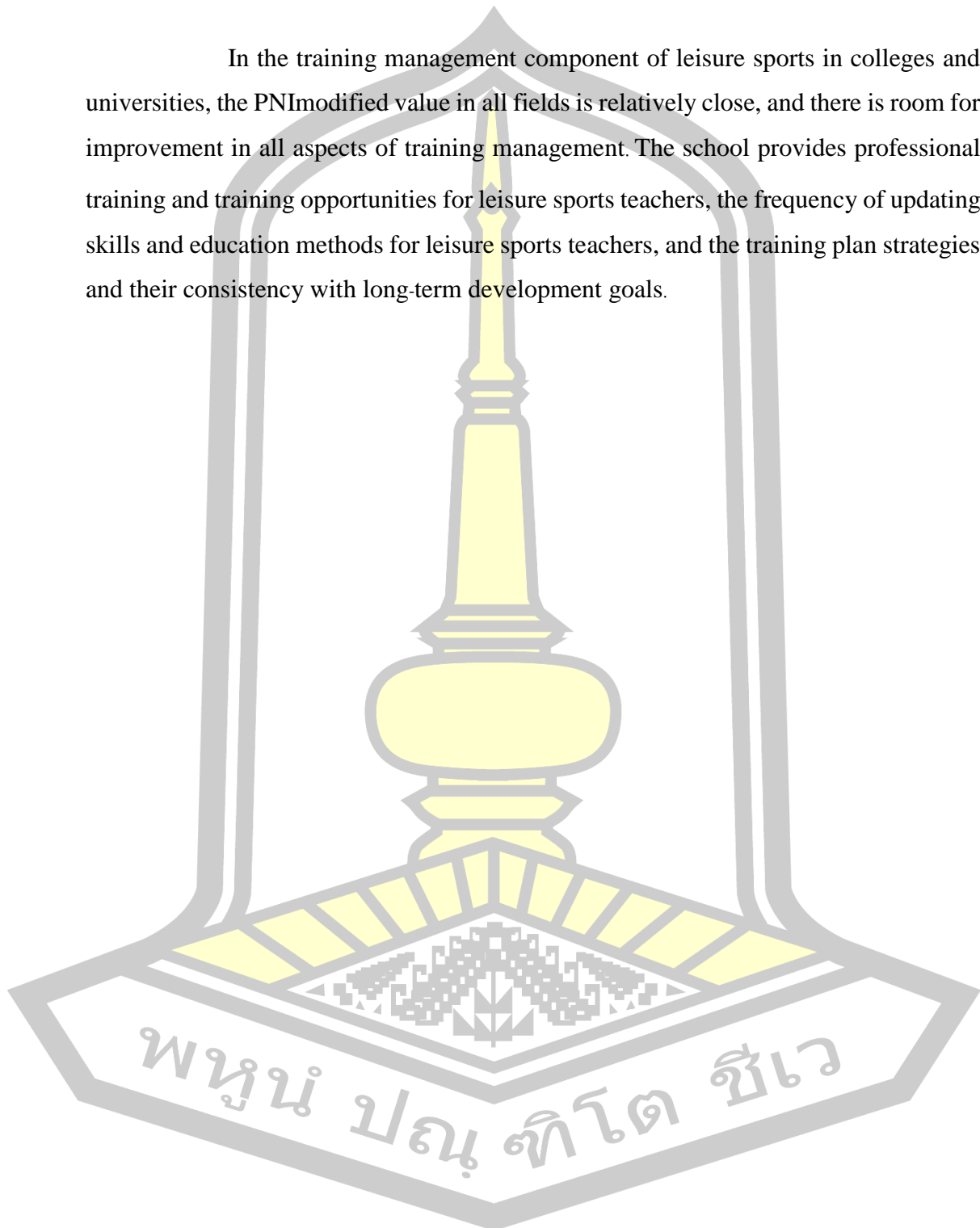


Table 24 Results of the component priority demand index for assessment management

Components of assessment management	I	D	PNI modified	Priority
1.The school's performance evaluation standards and methods for leisure sports teachers	4.92	2.58	0.91	1
2.Fairness, objectivity and transparency of assessment management	4.91	2.57	0.91	1
3.The school's performance assessment considers the teaching, research and service contribution of faculty and staff	4.93	2.59	0.90	3
4.The frequency of regular and temporary assessments of leisure sports teachers by the school	4.94	2.61	0.89	4
5.The feedback mechanism and communication channels of the school's assessment results for leisure sports teachers	4.89	2.60	0.88	6
6.The school's performance assessment of leisure sports teachers and the linkage strategy of promotion, reward and punishment	4.95	2.62	0.89	4
7.The role of the school's assessment management of leisure sports majors in promoting the long-term development goals of leisure sports majors	4.90	2.63	0.86	7

As shown in Table 24, in the assessment and management component of human resource management of leisure sports majors in universities, the PNI modified value of all aspects is relatively close, mostly between 0.86 and 0.91. This means that a

certain degree of improvement and attention are needed in different areas of assessment management. In particular, the performance evaluation standards and methods of leisure PE teachers, as well as the PNImodified value of fairness, objectivity and transparency of assessment management are the highest (both about 0.91), indicating that these two fields need the most priority attention and improvement at present.

Table 25 Results of the Priority Needs Index for Promotion Management Components

Promotion management components	I	D	PNI modified	Priority
1.The rationality of the school's promotion path arrangement for leisure sports teachers	4.94	2.68	0.84	4
2.The basic conditions and requirements for the promotion of leisure sports teachers formulated by the school	4.92	2.67	0.84	4
3.The degree to which the school's performance appraisal considers the teaching, research, and service contributions of faculty and staff	4.93	2.69	0.83	6
4.The school's promotion cycle and evaluation frequency for leisure sports teachers	4.96	2.71	0.83	6
5.The weight distribution of teaching, scientific research, performance, etc. in the school's promotion evaluation	4.95	2.70	0.83	6
6.The school's safeguards for the fairness, objectivity, and transparency of promotion decisions	4.91	2.66	0.85	1
7.The school's follow-up training and development support for leisure sports	4.90	2.65	0.85	1

teachers after promotion				
8.The consistency of the school's promotion management strategy with the overall development goals and strategies of the leisure sports majors	4.89	2.64	0.85	1

Table 25 shows that, in the promotion management component of human resource management of leisure sports majors in universities, different aspects need to be improved and concerned to a certain extent. In particular, the school should give priority to the fairness, objectivity and transparency of the promotion decision, the follow-up training and development support for the leisure sports teachers after promotion, and the consistency between the promotion management strategy and the overall development goals and strategies of the leisure sports majors.

Table 26 Results of the Priority Needs Index for compensation management Components

Components of compensation management	I	D	PNI modified	Priority
1.The rationality of the school's basic salary, performance bonus and other benefits for teachers of leisure sports majors	4.85	2.49	0.95	2
2.The fairness and competitiveness of the school's salary system	4.87	2.48	0.96	1
3.The matching degree between the school's assessment of leisure sports majors and salary	4.90	2.57	0.91	4
4.The attractiveness of the school's salary and welfare policies to outstanding talents	4.89	2.55	0.92	6
5.The scope and quality of medical care,	4.86	2.54	0.91	4

retirement, vacation and other benefits currently provided by the school to faculty and staff				
6.The consistency of salary policies with the development trend of leisure sports majors	4.88	2.53	0.93	3

According to Table 26, the fairness and competitiveness of the salary system in the compensation management component of the leisure sports majors is the first priority. The PNI modified values of the other aspects are relatively close, and they need some degree of improvement and attention in different areas of compensation management.

From the above data, the researchers can clearly see from the research results that there is a significant gap between the status quo and the ideal state of human resource management in the field of leisure sports in Chinese colleges and universities. In order to narrow this gap, a series of targeted improvement measures need to be implemented.

Further research and project development will play a key role in how to optimize the HRM strategies to support the continuous development of the leisure sports field.

4.3.3 Design the implementation guide of human resource management for leisure sports majors in Chinese colleges and universities

In order to develop this project, the researchers designed a detailed management manual. This plan includes the objectives, training materials, implementation methods, duration, resources and evaluation methods for each topic.

Through the analysis of the interview data of the investigators, this paper summarizes the methods of the implementation guide for human resource management of leisure sports majors in Chinese colleges and universities as follows:

Objectives:

Interview summary: From the interviews with human resource managers

of leisure sports majors in universities, we draw the following conclusions. Managers must conduct professional training and learning activities regularly, set clear work goals and action plans. In addition, various forms of activities should be carried out to increase communication and sharing among peers and improve together; encourage and support them to continue self-development. Guide them to actively carry out practical exploration and research, constantly summarize experiences and lessons, and improve professional knowledge and capabilities.

Example of original interview text

“...When recruiting, our school will optimize the recruitment standards and qualification requirements for teachers to ensure that we recruit not only qualified teachers, but also leaders who can adapt to future educational changes...”

(November 22, 2023, Vice President of the school: Interview)

“...Regular professional training and skills updating are the key to improving the teaching quality of teachers and the cornerstone of our college's continuous education reform...”

(November 24, 2023, Dean of the College: Interview)

“...Fair, objective and transparent assessment management is crucial to improving teachers' work enthusiasm and education quality. The school is working hard to improve this system to ensure that every teacher's efforts are fairly evaluated.”

(November 26, 2023, Head of Leisure Sports: Interview)

“...The fairness, objectivity and transparency of promotion policies are the parts that we strongly emphasize in human resource management, which is related to teachers' career development and personal motivation...”

(November 28, 2023, Teacher of Leisure Sports: Interview)

Content

Interview Summary

The interview further explored the six core areas of human resource management: human resource planning, recruitment, training, assessment, promotion

and compensation management. Based on the research results, the training materials and support resources in each area were carefully planned and developed to ensure that each management link can effectively support the goals and needs of the leisure sports majors in colleges and universities.

Interview original text example:

Human resource planning management

"...Effective management of human resource planning is the key to ensuring that our higher vocational colleges can adapt to future challenges. Through systematic planning management, we are able to identify talent needs and potential risks in advance..."

(Dean A: Interview, December 1, 2023)

"...Optimizing the recruitment process is an important step to improve recruitment efficiency and quality. We ensure that we attract and retain the best talents by introducing more strategic recruitment management strategies..."

(Vice President: Interview, December 6, 2023)

"...Regular staff training not only improves teachers' teaching skills, but also enhances their adaptability to new educational trends. We ensure that the training content is consistent with the latest developments in the leisure sports majors..."

(Dean B: Interview, December 7, 2023) February 1, Vice President: Interview)

"...A fair and effective assessment management system is crucial to motivating teachers. We ensure that each employee's performance can be accurately evaluated by continuously optimizing assessment standards and methods..."

(Dean C: Interview, December 7, 2023)

"...A transparent and fair promotion policy is key to the career development of employees. We are committed to creating a clear promotion path to help employees achieve their career goals..."

(Dean D: Interview, December 8, 2023)

"...A reasonable and competitive salary system is the basis for attracting and retaining top talents. We regularly review and adjust the salary policy to ensure that it is consistent with market standards and the expectations of faculty and staff..."

(Dean E: Interview, December 18, 2023)

Training methods

Interview summary

The interview further discussed specific training methods for improving human resource management in colleges and universities' leisure sports majors. By combining theory and practice, these methods aim to enhance the professional capabilities of managers and faculty and promote the implementation of effective human resource management strategies.

Interview original text example

"...By organizing special seminars, our school's personnel department is able to provide in-depth discussions and learning opportunities on specific human resource topics. These seminars help us update and improve various human resource strategies..."

(Vice Principal A: Interview, December 13, 2023)

"...Process simulation training gives our management team the opportunity to practice new management skills in a controlled environment. This simulation training is very suitable for testing and improving new recruitment and assessment processes..."

(Vice Principal B: Interview, December 15, 2023)

"...The training courses we offer cover a full range of knowledge from recruitment to compensation management. These courses are designed based on the latest industry standards and actual needs, and also take into account the actual situation of our higher vocational colleges..."

(Vice Principal C: Interview, December 17, 2023)

"...The evaluation feedback link is a very important part of our training

process. It helps us understand the training effect and make necessary adjustments to the educational methods of higher vocational colleges..."

(Vice Principal D, Interview, December 19, 2023)

"...Group discussions enable participants to have in-depth exchanges on specific issues. This form of interaction enhances teamwork and promotes the development of innovative thinking..."

(Vice President A, Interview, December 21, 2023)

"...In the management strategy forum, we invited many industry experts to share their insights and experiences. These forums provide valuable learning opportunities and inspire new management ideas..."

(Vice President B, Interview, December 23, 2023)

Training duration

Interview summary

According to the interview, the four-week training program is designed to comprehensively enhance the capabilities of professional human resource managers in leisure sports. The training includes professional courses, practical application workshops, and case studies closely related to actual work, with special emphasis on the core modules of human resources to ensure that managers can effectively apply theory to practice.

Interview original text example

"...Our four-week training design ensures sufficient time to explore each core human resource management module in depth, such as human resource planning and recruitment process. Each module is allocated two days for detailed learning and practical simulation. This arrangement helps participants better understand and practice new strategies..."

(Vice President C, Interview, December 24, 2023)

"...The daily training time is from 8 am to 5 pm, with a one-and-a-half-hour lunch break and two short breaks in between. This schedule not only ensures the

intensity of the training, but also takes into account the efficiency of learning. In addition, we emphasize group discussion and self-reflection to promote knowledge and practice...”

(Vice President D, Interview, December 26, 2023)

“...By arranging special seminars and management strategy forums, we encourage participants to discuss in depth the concepts and skills learned in the course, especially how to apply these skills to actual work and improve the fairness, objectivity and transparency of management...”

(Vice President E, Interview, December 28, 2023)

“...We arrange evaluation and feedback sessions at the end of each training module, which not only helps participants understand their learning outcomes, but also allows us as training providers to adjust and improve training content and methods in a timely manner...”

(Teacher A, Interview, December 30, 2023)

Training materials and support resources

Interview summary

For the training program of human resource management for leisure sports majors in colleges and universities, research shows that well-designed training materials and support resources are crucial to improving the training effect. Including professional manuals, case analysis, interactive tools, feedback mechanisms and online communication platforms, these resources are designed to enhance the interactivity and practicality of training and ensure that participants can effectively absorb and apply new knowledge.

Interview original text example

“...The training manuals and guidance materials we provide are written based on the latest human resource management theories and practices. These materials not only provide a detailed introduction to the core knowledge of each management module, but also include operation guides and best practice recommendations...”

(Teacher B, Interview, December 28, 2023)

"...Our selected case studies and case analysis are extracted from real-life success and failure experiences, which can help participants better understand abstract concepts and learn how to make decisions in complex situations..."

(Teacher C, Interview, January 4, 2024)

"...The introduction of interactive simulation software and online resources makes training no longer limited to traditional classrooms. Participants can Simulating real-life situations to test their reaction and decision-making abilities greatly improves the hands-on learning ability..."

(Teacher D, Interview, January 6, 2024)

"...Our feedback and evaluation tools are designed to monitor the progress of training in real time and ensure that the learning outcomes of each participant can be effectively evaluated. These tools also help us continuously optimize the content and methods of training..."

(Teacher E, Interview, January 8, 2024)

"...The online communication platform provides participants with a space to share experiences, discuss issues and establish professional connections. This platform is particularly suitable for distance learning and continuing education, allowing learning outcomes to be continuously expanded..."

(Teacher F, Interview, January 10, 2024)

Training program evaluation

Interview summary

In the training program for human resource management of leisure sports majors in colleges and universities, a comprehensive evaluation strategy is used to ensure the effectiveness and quality of training. From self-evaluation from pre-test to post-test, teaching performance evaluation during the process, as well as mutual evaluation and questionnaire surveys, this series of evaluation methods help participants and organizers gain a comprehensive understanding of the effectiveness of training.

Example of original interview text

“...Before the training begins, we ask each participant to do a self-assessment, which helps us understand their initial level and specific needs. Open assessment of the training content also allows us to adjust the teaching plan in real time to ensure that the training content meets actual needs...”

(Teacher G, Interview, January 12, 2024)

“...We attach great importance to the evaluation of trainers' teaching performance. By observing their demonstration ability, communication skills and openness to trainees' feedback, we can ensure that each trainer can effectively convey knowledge and skills...”

(Teacher H, Interview, January 12, 2024)

“...Self-assessment after the training helps participants reflect on their learning outcomes and growth. At the same time, we collect comprehensive feedback on the entire training program through questionnaires, which is an important basis for us to evaluate the effectiveness of the training and make future improvements...”

(Teacher I, Interview, January 16, 2024)

“...Mutual evaluation not only enhances teamwork, but also improves the interactivity and participation of the course. The reflection and summary session at the end of the training further strengthens the participants' understanding and application of the knowledge they have learned...”

(Teacher J, Interview, January 16, 2024)

Based on the summaries from the interview content, the researchers have specifically designed the implementation guide for human resource management in the leisure sports majors of Chinese colleges and universities.

This guide provides detailed management implementation instructions based on six themes: Human resource planning management, Recruitment management, Training management, Assessment management, Promotion management, and Compensation management. Each topic includes a detailed explanation of objectives,

training materials, implementation methods, duration, resources, and evaluation methods to ensure the comprehensiveness and efficiency of human resource management in the leisure sports majors.

1. Human Resource Planning Management

Objectives:

A: Improve the strategy for human resource planning operations in line with current education.

B: Enhance the clarity of long-term and short-term development plans in human resource planning.

Training Materials:

A: "Human Resource Planning Guide"

B: Case study materials: Successful human resource planning case studies

Implementation Methods:

A: Thematic seminars: Discuss strategies and frameworks for human resource planning

B: Group discussions: Formulate and optimize human resource development plans

Duration: 2 days, 8 hours per day

Resources:

A: Training manuals

B: Online discussion platforms

Evaluation Methods:

A: Assessment of the adaptability and practicality of the plan through questionnaires

B: Simulation and feedback analysis of actual cases

2. Recruitment Management

Objectives:

A: Optimize teacher recruitment standards and qualification requirements.

B: Enhance the professionalism of the recruitment team and the efficiency of the recruitment process.

Training Materials:

A: "Recruitment Process Manual"

B: Real recruitment case studies

Implementation Methods:

A: Mock recruitment process training

B: Management strategy forum: Discuss optimization strategies for the recruitment team

Duration: 2 days, 8 hours per day

Resources:

A: Online recruitment simulation software

B: Case study resource library

Evaluation Methods:

A: Performance assessment of the mock recruitment process exercise

B: Tracking and feedback on recruitment quality and efficiency

3. Training Management

Objectives:

A: Increase professional training and further education opportunities.

B: Update the frequency of teacher skills and educational methods.

Training Materials:

A: "Teacher Professional Development Guide"

B: Teaching method update course materials

Implementation Methods:

A: Systematic training courses: Teacher professional development

B: Thematic seminars: Sharing and discussion of new teaching

methods

Duration: 3 days, 8 hours per day

Resources:

A: Online learning platform

B: Training course software

Evaluation Methods:

A: Post-training assessment of the effectiveness of teaching method

updates for teachers

B: Training satisfaction questionnaire

4. Assessment Management

Objectives:

A: Enhance the effectiveness of performance evaluation standards and

methods.

B: Ensure fairness, objectivity, and transparency in assessment

management.

Training Materials:

A: "Performance Assessment Toolkit"

B: Case studies of performance evaluation standards

Implementation Methods:

A: Simulated assessment scenario exercises

B: Group discussions: Optimize the assessment management process

Duration: 2 days, 8 hours per day

Resources:

A: Assessment management software

B: Performance evaluation forms and feedback tools

Evaluation Methods:

A: Analysis of the objectivity and fairness of the assessment outcomes

B: Feedback questionnaire on the transparency of the assessment

process

5. Promotion Management

Objectives:

A: Strengthen the fairness, objectivity, and transparency of promotion

decisions.

B: Provide follow-up training and development support after

promotion.

Training Materials:

A: "Promotion Policy Manual"

B: Promotion case studies and analysis reports

Implementation Methods:

A: Thematic seminars on promotion strategies

B: Simulation and group exercises of the promotion process

Duration: 2 days, 8 hours per day

Resources:

A: Promotion process management software

B: Development planning toolkit following promotion

Evaluation Methods:

A: Questionnaire assessment of the fairness and transparency of promotion decisions

B: Tracking and feedback on employee development after promotion

6. Compensation management

Objectives:

A: Improve the rationality of base salary, performance bonuses, and

other benefits.

B: Enhance the fairness and competitiveness of the salary system.

Training Materials:

A: "Compensation management Guide"

B: Successful cases of salary system adjustments

Implementation Methods:

A: Group discussions: Design and adjustment strategies for salary structure

B: Simulation of salary plan design and evaluation

Duration: 2 days, 8 hours per day

Resources:

A: Compensation management software

B: Salary structure design tools

Evaluation Methods:

A: Assessment of the rationality and competitiveness of salary policies

B: Employee satisfaction surveys and feedback analysis on salary adjustments

The evaluation and continuous improvement of this guide are as follows:

A: Pre-test and Post-test: Assess the learning progress of each participant through self-assessment and course feedback.

B: Training Program Questionnaire: Gather feedback from participants to continuously optimize the content and format of the training.

C: Peer Evaluation and Summary: Summarize the experiences and future directions for improvement through group discussions and reflection.

This guide provides systematic, professional, and operational guidance for human resource management in the leisure sports majors of colleges and universities, ensuring that human resource management is optimized in all aspects of educational

development.

Table 27 Training plan content

No.	Training Objective	Objective Description
1.1	Improve the human resource planning and operation strategy that is consistent with current education.	Ensure consistency with educational goals by analyzing and improving existing human resource strategies.
1.2	Better enhance the clarity of long-term and short-term development plans for human resource planning.	Clearly formulate and distinguish long-term and short-term human resource goals to optimize resource allocation.
1.3	Optimize teacher recruitment standards and qualification requirements.	Set reasonable recruitment standards to ensure recruitment quality and match educational needs.
1.4	Improve the professionalism of the recruitment team and the efficiency of the recruitment process.	Improve the operational efficiency and professionalism of the recruitment team through training and process optimization.
1.5	Increase professional training and further study opportunities.	Provide teachers with more professional development opportunities to support their career growth.
1.6	Update the frequency of teacher skills and teaching methods.	Regularly update educational content and teaching methods to adapt to the latest trends in educational development.
1.7	Improve the effectiveness of performance evaluation standards and methods.	Optimize performance evaluation tools and methods to ensure the accuracy and fairness of evaluation.
1.8	Ensure the fairness, objectivity	Strengthen the transparency and fairness

	and transparency of assessment management.	of the assessment process to ensure that the performance of all employees is fairly evaluated.
1.9	Strengthen the fairness, objectivity and transparency of promotion decisions.	Ensure the transparency and fairness of the promotion process through clear promotion standards and procedures.
1.10	Improve follow-up training and development support after promotion.	Provide continuous professional development and learning opportunities to support the long-term growth of promoted employees.
1.11	Enhance the rationality of basic salary, performance bonuses and other benefits.	Adjust the salary structure to ensure that it matches the market and employee expectations and remains competitive.
1.12	Improve the fairness and competitiveness of the salary system.	Regularly evaluate and adjust the salary policy to ensure fairness and attract top talents.

This table summarizes the training objectives established through the questionnaire survey and elaborates on strategic improvements and operational strategies for participants in the university leisure sports human resource management program.



Table 28 Overview of training content

Category	Topic	Description
2.1 Human Resource Planning Management	2.1.1 Overview	Introduce the basic principles and framework of human resource planning.
	2.1.2 Development	Discuss how to develop and optimize human resource planning.
	2.1.3 Strategy	Describe specific strategies applied in human resource planning.
2.2 Recruitment Management	2.2.1 Overview	Introduce the basics of the recruitment process and its importance.
	2.2.2 Development	Discuss how to improve the efficiency and effectiveness of the recruitment process.
	2.2.3 Strategy	Describe specific strategies implemented during the recruitment process.
2.3 Training Management	2.3.1 Overview	Outline the core content and purpose of training management.
	2.3.2 Development	Explore how to develop and implement effective training programs.
	2.3.3 Strategy	Discuss strategies that can be used in the training process.
2.4 Assessment Management	2.4.1 Overview	Introduce the basic principles and implementation methods of appraisal management.
	2.4.2 Development	Analyze how to improve and enhance the appraisal management system.
	2.4.3 Strategy	Describe the specific strategies and methods for implementing performance appraisal.
2.5 Promotion	2.5.1 Overview	Explain the basic concepts of promotion

Category	Topic	Description
Management		management and its role in HR.
	2.5.2 Development	Discuss how to design and implement effective promotion policies.
	2.5.3 Strategy	Describe the strategies and considerations in the promotion decision-making process.
2.6 Compensation management	2.6.1 Overview	Introduces the basic principles and objectives of compensation management.
	2.6.2 Development	Explores how to develop and adjust compensation systems to remain competitive.
	2.6.3 Strategy	Discusses key considerations and approaches when implementing compensation strategies.

The table content provides a clear framework for the design of human resource management training for leisure sports professionals, covering every key area from human resource planning to compensation management, and aims to provide comprehensive training materials and supporting resources to help participants systematically understand and apply the best practices of human resource management.

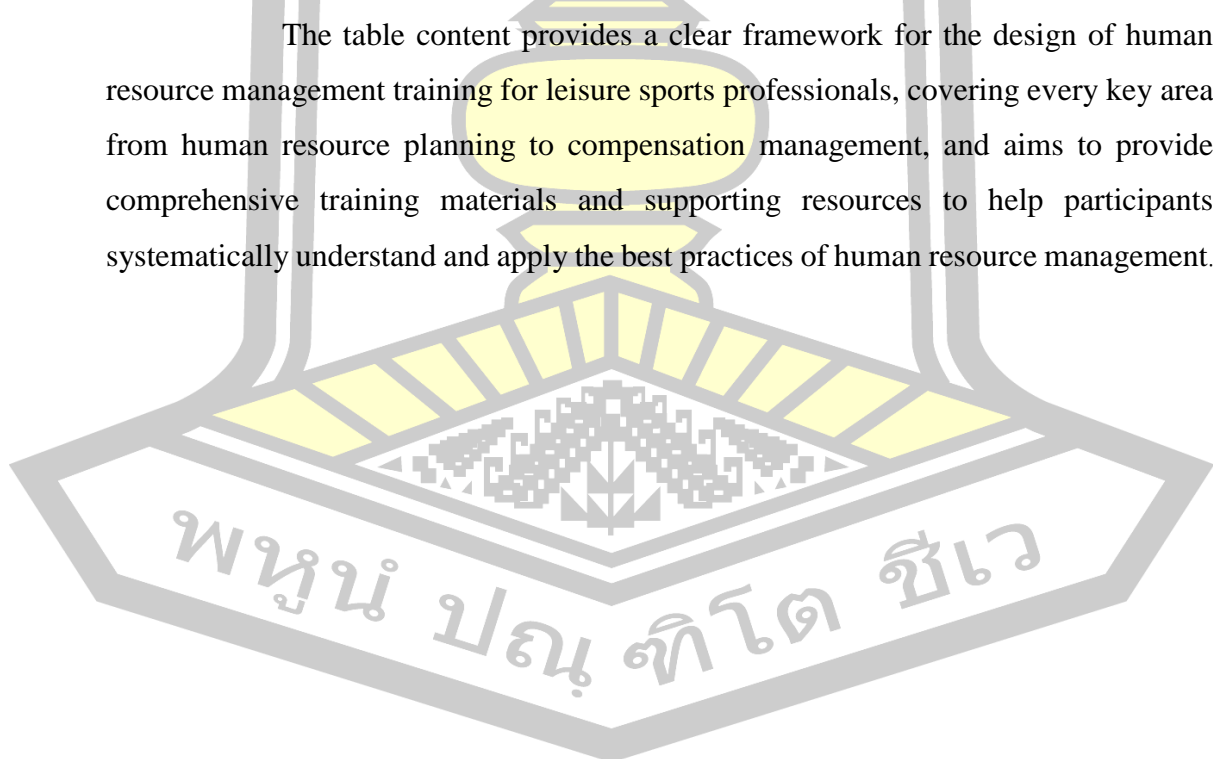


Table 29 Details of training methods

No.	Training Method	Description
3.1	Special seminars	Conduct in-depth discussions on specific topics, allowing participants to explore and exchange solutions to complex problems.
3.2	Process simulation training	Allow participants to practice and understand various human resource management processes by simulating scenarios in real work environments.
3.3	Training courses	Provide systematic course learning, covering all basic and advanced concepts of human resource management.
3.4	Evaluation feedback	Conducted after the training to evaluate the learning outcomes of participants and the effectiveness of the training content.
3.5	Group discussions	Promote interaction and knowledge sharing among participants, and deepen the understanding of the learning materials through discussions.
3.6	Management strategy forums	Organize forums to invite experienced managers and experts to share their experiences and strategies and provide industry insights.

The table provides a series of training methods for improving human resource management in college leisure sports majors. Each method is designed to ensure that participants can gain the most from theoretical learning and practical application, thereby effectively improving their professional capabilities and operational efficiency in human resource management.

Table 30 Detailed arrangement of training duration

No.	Training duration plan	Description
4.1	Total training duration	It is set to four weeks to fully cover all key human resource management modules and practical training.
4.2	Detailed timetable	Two days are allocated for in-depth learning of each key module (such as human resource planning, recruitment, etc.).
4.3	Course frequency and structure	Three classes per week, two classes for each module, a total of 12 classes.
4.4	Special workshops and exchange forums	Two special seminars and two exchange forums are arranged during the training to explore practical application issues in depth.
4.5	Daily schedule	Daily training is from 08:00 to 17:00, including lunch and rest time in between to ensure learning efficiency.
4.6	Reflection and evaluation	Self-reflection and evaluation are carried out after the training to help participants summarize their learning outcomes and improve their future practical ability.

The table details the training duration plan for improving human resource management in college leisure sports majors. This plan aims to ensure that participants can acquire the necessary knowledge and skills during the training through systematic course design and time management, while deepening their understanding and application of the learning content through reflection and evaluation.

Table 31 Details of training materials and support resources

No.	Type	Description
5.1	Professional training manuals and guidance materials	Provide detailed theoretical knowledge and practical operation guides to help participants learn the basic and advanced concepts of each module.
5.2	Example analysis and case study materials	Through real-world case studies, show the experience of success and failure in human resource management to enhance the realism of learning.
5.3	Interactive simulation software and online resources	Use modern technology to provide simulation environment and online learning tools to make the learning process more interactive and practical.
5.4	Feedback and evaluation tools	Designed to collect participants' performance and feedback during training, help the coaching team and trainees evaluate the learning effect and make adjustments.
5.5	Online communication platform	Establish an online platform to promote communication and discussion among participants, support online learning and information sharing, and strengthen the connection of the learning community.

The table lists in detail the various materials and supporting resources designed for the human resource management training program for college leisure sports majors. These resources are designed to provide a comprehensive learning experience, from theory to practice, through different learning tools and platforms to ensure the maximum training effect.

Table 32 Detailed description of training program evaluation methods

No.	Evaluation content and method	Description
6.1	Pre-test: self-assessment before training begins	Participants conduct a self-assessment before the training begins to determine their initial knowledge level and expectations.
6.2	Open-ended assessment	Conduct a real-time evaluation of the training content, including the effectiveness of the objectives, time schedule, practical activities, teaching methods and resources used.
6.3	Trainer performance assessment	Evaluate the trainer's demonstration ability, communication skills and handling of openness during the training process.
6.4	Post-test: self-assessment after training	At the end of the training, participants conduct a self-assessment to compare the changes in knowledge and skills before and after and evaluate the effectiveness of the training.
6.5	Questionnaire assessment of training program	Collect detailed feedback from participants on the entire training program through questionnaires to evaluate satisfaction and effectiveness in all aspects.
6.6	Mutual assessment: participant performance and participation	Participants evaluate each other to increase interactivity and understanding of each other's learning progress.
6.7	Reflection and summary	Conduct a group discussion after the training to reflect on the learning process and results and clarify future improvement directions and application strategies.

4.3.4 Evaluate the guiding ideology of human resource management for leisure sports majors in colleges and universities and build a management model

Experts reviewed the suitability of the training program and the results are as follows:

Table 33 Applicability and feasibility level of the implementation guidelines for human resource management for leisure sports majors in Chinese colleges and universities

Project	Components	Suitability level			Feasibility Level		
		\bar{X}	S.D.	Translation	\bar{X}	S.D.	Translation
1.	Training objectives	4.87	0.40	Most	4.85	0.27	Most
2.	Training content	5.00	0.00	Most	5.00	0.00	Most
3.	Training methods	5.00	0.00	Most	4.80	0.31	Most
4.	Training duration	5.00	0.00	Most	5.00	0.00	Most
5.	Training materials and support resources	4.87	0.39	Most	4.92	0.35	Most
6.	Training program evaluation methods	4.84	0.39	Most	5.00	0.00	Most

As shown in Table 33, the overall composition of the implementation guide is very appropriate. All components received the highest average score. Therefore, it can be concluded that the components of the training program, including objectives, content, methods, duration, materials and support resources, and evaluation, performed well in terms of suitability and feasibility.

Table 34 Suitability and feasibility of the implementation guidelines for human resource management of leisure sports majors in Chinese colleges and universities

Project	Components	Suitability level			Feasibility level		
		\bar{x}	S.D	Translation	\bar{x}	S.D	Translation
Training objectives	Improve the operational strategy of human resource planning in line with current education.	4.99	0.02	Most	4.99	0.02	Most
	Better enhance the clarity of long-term and short-term development plans for human resource planning.	4.99	0.02	Most	4.99	0.02	Most
	Optimize teacher recruitment standards and qualification requirements.	4.99	0.02	Most	4.99	0.02	Most
	Improve the professionalism of the recruitment team and the efficiency of the recruitment process.	4.99	0.02	Most	5.00	0.00	Most
	Increase professional training and further study opportunities.	4.99	0.02	Most	4.99	0.02	Most
	Update the frequency of teacher skills and education methods.	5.00	0.00	Most	4.99	0.02	Most
	Improve the effectiveness of performance evaluation standards and methods.	4.99	0.02	Most	4.99	0.02	Most
	Ensure the fairness, objectivity and transparency	4.99	0.02	Most	4.99	0.02	Most

	of assessment management.						
	Strengthen the fairness, objectivity and transparency of promotion decisions.	5.00	0.00	Most	4.99	0.02	Most
	Improve follow-up training and development support after promotion.	4.99	0.02	Most	4.99	0.02	Most
	Enhance the rationality of basic salary, performance bonuses and other benefits.	4.99	0.02	Most	4.99	0.02	Most
	Improve the fairness and competitiveness of the salary system.	4.99	0.02	Most	5.00	0.00	Most
Training content	Human resource planning management	4.87	0.40	Most	5.00	0.00	Most
	Recruitment management	5.00	0.00	Most	5.00	0.00	Most
	Training management	5.00	5.00	Most	5.00	0.00	Most
	Assessment management	5.00	5.00	Most	5.00	0.00	Most
	Promotion management	4.87	0.40	Most	4.99	0.02	Most
	Compensation management	5.00	5.00	Most	4.99	0.02	Most
Training methods	Special seminars	5.00	0.00	Most	4.69	0.47	Most
	Process simulation training	4.95	0.40	Most	4.69	0.52	Most
	Training courses	4.83	0.37	Most	5.00	0.00	Most
	Evaluation feedback	4.86	0.28	Most	4.74	0.49	Most
	Group discussion	4.84	0.37	Most	4.78	0.45	Most
	Management strategy forum	4.80	0.35	Most	4.85	0.44	Most
Training duration	Total training time	4.99	0.02	Most	4.99	0.02	Most
	Detailed schedule	4.99	0.02	Most	4.99	0.02	Most

	Course frequency and structure	4.99	0.02	Most	4.99	0.02	Most
	Workshops and discussion forums	4.99	0.02	Most	4.99	0.02	Most
	Daily schedule	4.99	0.02	Most	5.00	0.00	Most
	Reflection and evaluation	5.00	0.00	Most	5.00	0.00	Most
Training materials and support resources	Professional training manuals and guidance materials	5.00	0.00	Most	4.99	0.02	Most
	Example analysis and case study materials	5.00	0.00	Most	5.00	0.00	Most
	Interactive simulation software and online resources	4.99	0.02	Most	4.99	0.02	Most
	Feedback and evaluation tools	4.99	0.02	Most	5.00	0.00	Most
	Online communication platform	5.00	0.00	Most	4.99	0.02	Most
Training program evaluation methods	Pre-test: self-assessment before training begins	5.00	0.00	Most	5.00	0.00	Most
	Open-ended assessment	4.99	0.02	Most	5.00	0.00	Most
	Trainer performance assessment	5.00	0.00	Most	4.99	0.02	Most
	Post-test: self-assessment after training	4.99	0.02	Most	5.00	0.00	Most
	Questionnaire assessment of training program	5.00	0.00	Most	5.00	0.00	Most

	Mutual assessment: participant performance and participation	4.99	0.02	Most	4.99	0.02	Most
	Reflection and summary	4.99	0.02	Most	4.99	0.02	Most

Table 34 shows that the plan has an appropriate level of detail and all components.

4.3.5 Formulate guidelines for human resources management of leisure sports in Chinese colleges and universities

Guide to Human Resources Management for Leisure and Sports Majors in Colleges and Universities in China

Manual

This Guide is Part of the Study Conducted Under the Doctor of Education Program.
Administration and Application of Human Resource Management Concepts for
Leisure Sports Programs in Chinese Universities

By
Mr. Wang Bin

This guide is part of the research conducted under the Doctor of Education program. Mr. Wang Bin from the Graduate School of Educational Development at Mahasarakham University has formulated the promotion guidelines for the management and development of human resources in the field of leisure sports majors in Chinese colleges and universities.

Introduction

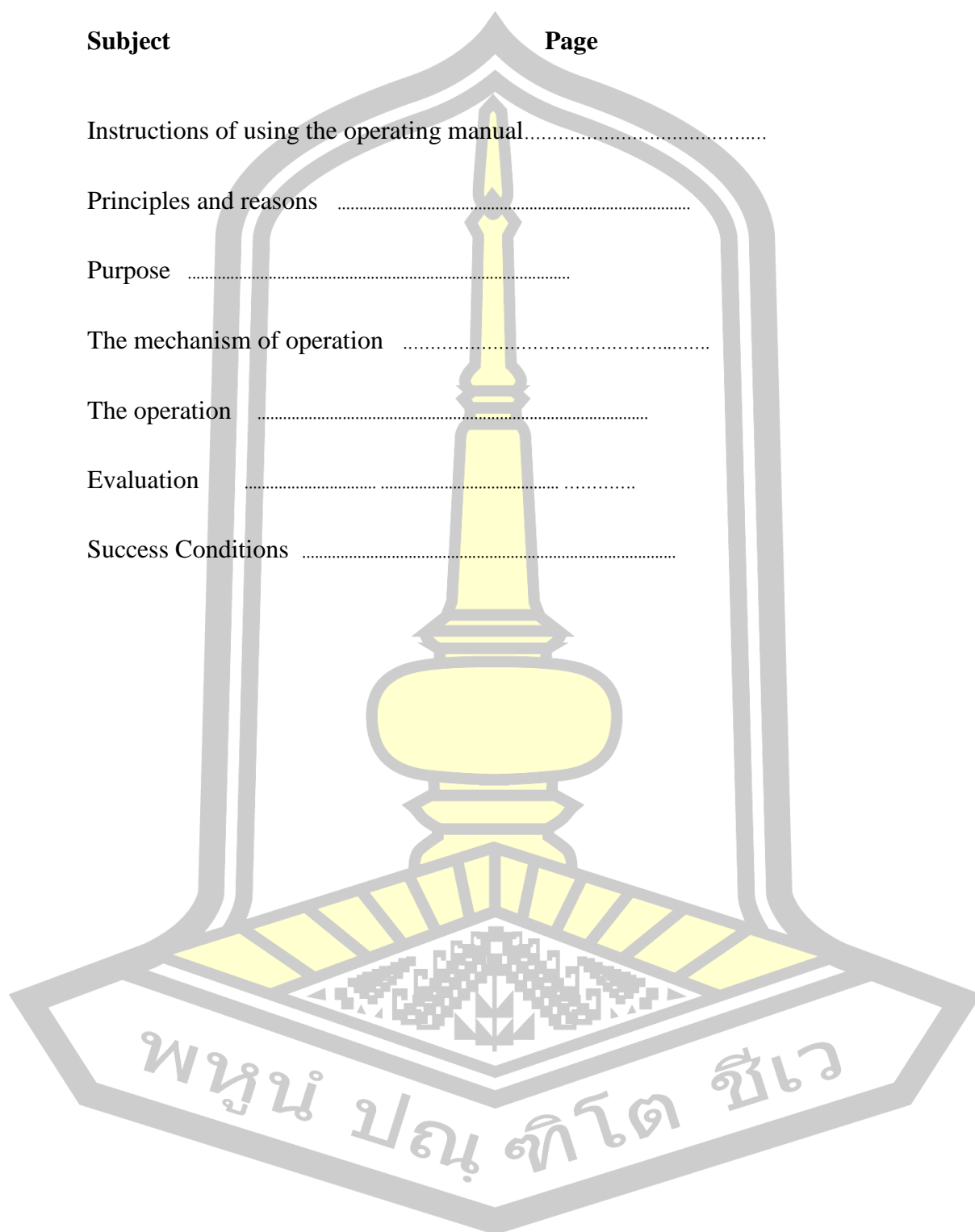
The development of the promotion guidelines aims to provide scientific and systematic management strategies and methods for the leisure sports major, thereby better promoting the continuous and healthy development of this major. Furthermore, the researchers hope to enhance the quality of life and physical and mental health of college students through optimizing the educational environment and services of the leisure sports major, making a positive contribution to building a healthy and harmonious society. The essence of this manual includes principles and reasons, objectives, mechanisms, operations, methods, evaluation, and conditions.

Thank you to all those who have contributed to the compilation of this manual. The promotion guidelines for the management of human resources in the leisure sports major in Chinese colleges and universities effectively improve the educational quality of schools and educational institutions, working in the same direction.

Wang Bin

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Instructions for Using the Manual

Development of the Management Guide for Human Resources in Leisure Sports Majors in Chinese Universities

This manual is designed to guide the formulation and practice of the management philosophy for human resources in leisure sports majors in Chinese universities. It integrates advanced concepts of human resource management with practical operations, providing a systematic and professional management guide for universities' leisure sports majors. Through the application of this manual, university administrators can more effectively carry out human resource management work, promote the professional growth of teachers, and improve the quality of education and teaching.

The essence of the manual consists of

1. Principles and reasons
2. Purpose
3. The mechanism of operation
4. Guidance on operation
5. Evaluation
6. Conditions of success

1.Principles and reasons	1. Focus on teachers, paying attention to the individual development needs of teachers. 2. Emphasize the strategic nature of human resource management, coordinated with the overall development strategy of universities. 3. Advocate continuous improvement, encouraging innovative thinking and practice.
2.Purpose	1. Clarify the goals and direction of human resource management for leisure sports majors in universities. 2. Provide a set of standardized and systematic human resource management processes. 3. Promote the professional growth of teachers and the comprehensive development of students.

3. The mechanism of operation	<ol style="list-style-type: none"> 1. Establish a dedicated human resource management team responsible for the execution and supervision of the manual. 2. Regularly organize training and seminars to update management concepts and methods. 3. Set up a feedback and evaluation mechanism to ensure continuous improvement of management activities.
4. Guidance on operation	<ol style="list-style-type: none"> 1. How to formulate specific human resource management plans based on the content of the manual. 2. How to evaluate and select management strategies suitable for leisure sports majors in universities. 3. How to monitor and manage the execution of human resource management activities.
5. Evaluation	<ol style="list-style-type: none"> 1. Regularly assess the effectiveness of human resource management activities and collect feedback from teachers and students. 2. Evaluate the implementation effect of management strategies through comparative analysis and make timely adjustments and optimizations.
6. Conditions of success	<ol style="list-style-type: none"> 1. Ensure full support and participation from university management to guarantee the rational allocation of resources. 2. The professional ability and execution force of the human resource management team to ensure the smooth progress of the plan.

Principles and reasons

Education is a key driver of social development and progress in China, with its quality directly related to the nation's future competitiveness. The leisure sports major in Chinese universities, as an important base for cultivating professional sports talents, plays a crucial role in enhancing the level of education and meeting society's demand for sports professionals. Modern educational philosophy emphasizes that education should go beyond knowledge transfer, focusing more on capability development and individual personality growth. Effective human resource management can stimulate teachers' teaching potential and students' learning potential, thereby improving the quality of the entire education system. Continuous assessment and improvement are necessary to ensure that educational activities keep pace with the times and meet societal needs. The professional development of teachers is central to enhancing the

quality of education, affecting not only the personal career growth of teachers but also directly influencing students' learning outcomes. National education laws and policies provide clear guidance and support for university human resource management, requiring universities to establish a comprehensive teacher training and development system.

Based on these principles and reasons, this manual provides a systematic and professional guidance plan for the human resource management of the leisure sports major in Chinese universities, aiming to meet the needs of social development and cultivate high-quality sports talents capable of facing future challenges through continuous teacher professional development and improvement in educational quality.

Purpose

This operational manual is designed to provide guidance for the formulation and management of human resource concepts in the leisure sports major of Chinese universities, aiming to establish and refine the human resource management system, promote the professional development of teachers, and enhance the quality of education and teaching.

The mechanism of the school

This manual recommends the following mechanisms for Chinese universities to implement the management of human resource concepts in the leisure sports major:

Plan:

A. Establish a dedicated human resource management team, clarifying its responsibilities and objectives.

B. Develop human resource management strategies based on the school's development mission and the characteristics of the leisure sports major.

Do:

Implement the human resource management plan, including recruitment, training, assessment, promotion, and compensation.

Check:

Regularly monitor and evaluate the effectiveness of human resource management to ensure that the implementation of the plan aligns with the expected goals.

Act:

Adjust and optimize the human resource management strategies as necessary based on the evaluation results.

The specific steps are as follows:

- 1) Organizational Structure Establishment: Construct the organizational structure for human resource management in the leisure sports major, clarifying the responsibilities of each role.
- 2) Policy and Procedure Formulation: Develop human resource management policies and procedures in accordance with national education regulations and the school's actual situation.
- 3) Selection and Training of Professional Talents: Select teachers and management personnel with potential and provide professional training and development opportunities.
- 4) Implementation of Management Plan: Execute human resource management activities according to the established plan, ensuring the effectiveness of management.
- 5) Effectiveness Evaluation and Feedback: Monitor the effectiveness of human resource management through regular evaluation and feedback collection.
- 6) Continuous Improvement: Continuously improve and update human resource management strategies based on evaluation results.
- 7) Establishment of Incentive and Reward Mechanisms: Create a fair and transparent incentive and reward system to enhance teachers' work enthusiasm.
- 8) Promotion of Career Development: Provide clear career paths for teachers and encourage participation in academic research and teaching reform.

9) Strengthening of Internal Communication and Collaboration: Enhance communication and collaboration between various departments within the school to create synergy.

10) Experience Summary and Sharing: Summarize experiences and achievements in human resource management and share best practices with peer institutions.

By following the guiding principles and steps of this operational manual, Chinese universities can more effectively manage human resources in the leisure sports major, promote the professional growth of teachers, enhance the quality of education and teaching, and cultivate more high-quality leisure sports professionals for the nation.

Conducting internal supervision, teaching

As Chinese universities prepare to formulate and implement management for the leisure sports major based on human resource concepts, this operational manual provides a systematic process to promote the development of professional talent and the optimization of management practices. Utilizing the concept of professional development, this manual guides users on how to efficiently carry out human resource management strategies. It includes six elements: Human resource planning management, Recruitment management, Training management, Assessment management, Promotion management, and Compensation management. The development results of the guide are as follows:

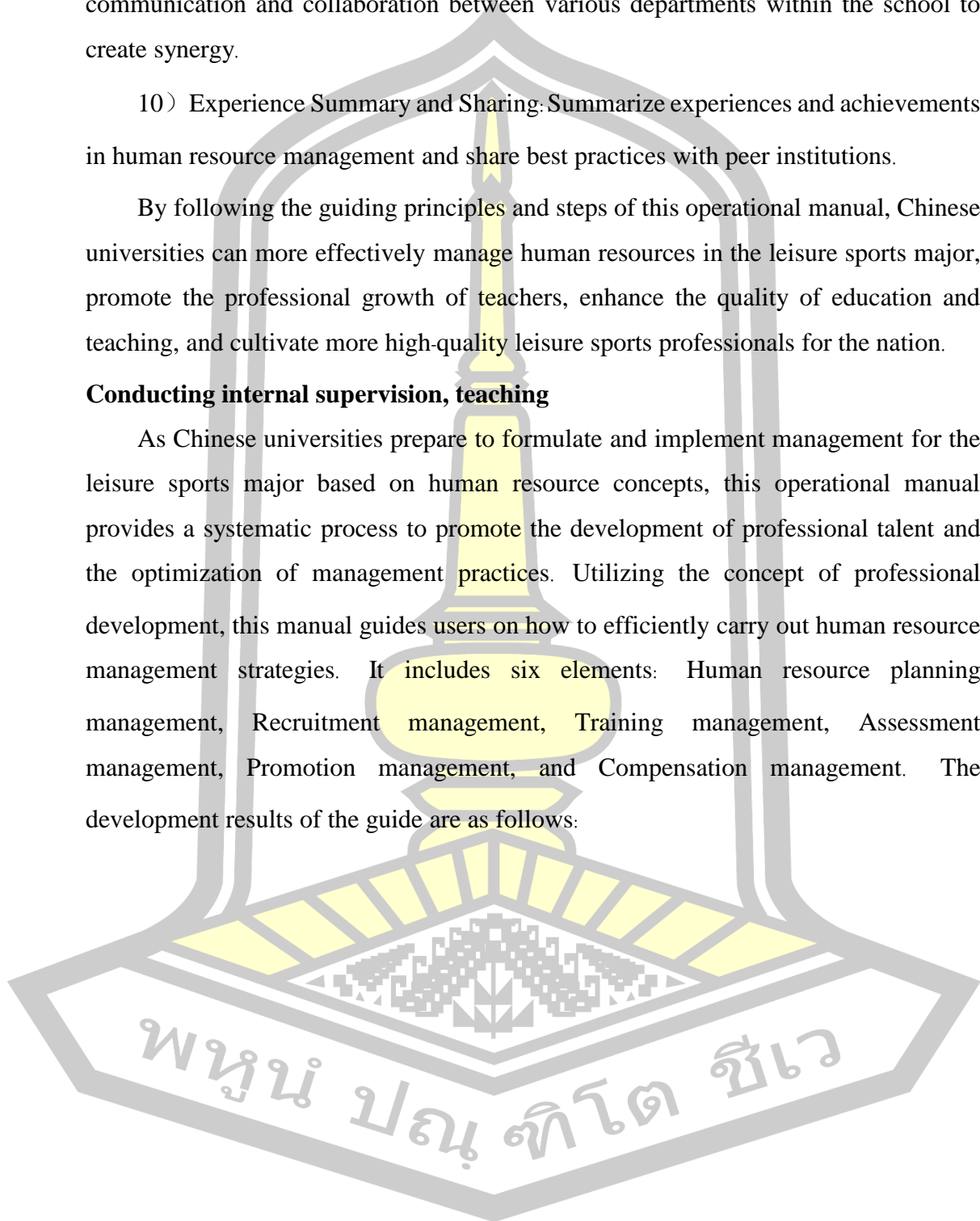


Table 35 The guidelines for human resources management of leisure sports in Chinese colleges and universities

Components	Indicators	Guidelines
Human Resource Planning Management	1. Develop Long-term Talent Development Strategies	1) Formulate long-term talent development strategies in line with the university's goals, clarifying the needs and training directions for various types of talents 2) Regularly assess and adjust the talent structure to ensure HR planning aligns with the university's overall development.
	2. Regularly Update the Human Resource Database	1) Establish a comprehensive talent database, updating regularly with employees' educational background, professional experience, and skills. 2) Analyze data to predict talent needs and turnover rates, devising corresponding strategies.
Recruitment Management	1. Optimize Recruitment Processes	1) Develop clear recruitment processes, including job posting, screening, interviewing, and assessment. 2) Ensure fairness and justice in the recruitment process to attract suitable high-quality talents.
	2. Strengthen Recruitment Quality Control	1) Implement strict assessment processes to ensure the professional capabilities and adaptability of new employees. 2) Establish a probationary period assessment mechanism for new hires, adjusting for unsuitability promptly.
Training Management	1. Develop Professional Development Plans for Employees	1) Create personalized training plans for different positions and stages of development, including professional and managerial skills. 2) Encourage employees to participate in external training to broaden their horizons.
	2. Establish a Systematic Training System	1) Establish a comprehensive training system, including pre-service, in-service, and promotion training. 2) Integrate modern teaching methods, such as

		online courses and interactive training, to enhance training effectiveness.
Assessment Management	1. Set Clear Assessment Standards	1) Develop clear assessment standards based on job responsibilities and performance objectives. 2) Regularly assess employees and adjust their work content and development paths based on results.
	2. Strengthen Employee Feedback Mechanisms	1) Establish a performance feedback mechanism for employees to identify areas for improvement and development. 2) Encourage two-way feedback to improve work efficiency and satisfaction for both management and employees.
Promotion Management	1. Establish Transparent Promotion Channels	1) Develop clear promotion criteria and processes to ensure fair promotion opportunities for all employees. 2) Regularly assess and ensure the fairness and transparency of the promotion mechanism.
	2. Provide Diversified Career Pathways	1) Offer diverse career paths based on employees' interests and strengths. 2) Encourage two-way selection between professional and managerial positions to enhance job satisfaction.
Compensation management	1. Design a Scientific Salary Structure	1) Establish a competitive salary system aligned with the market. 2) Consider employees' years of service, ability, and contributions in the salary structure to ensure fairness and justice.
	2. Implement Performance Incentive Systems	1) Develop a multi-level incentive system based on employee performance, including bonuses and promotion opportunities. 2) Enhance employee motivation and sense of belonging through effective incentive mechanisms.

Conditions of success

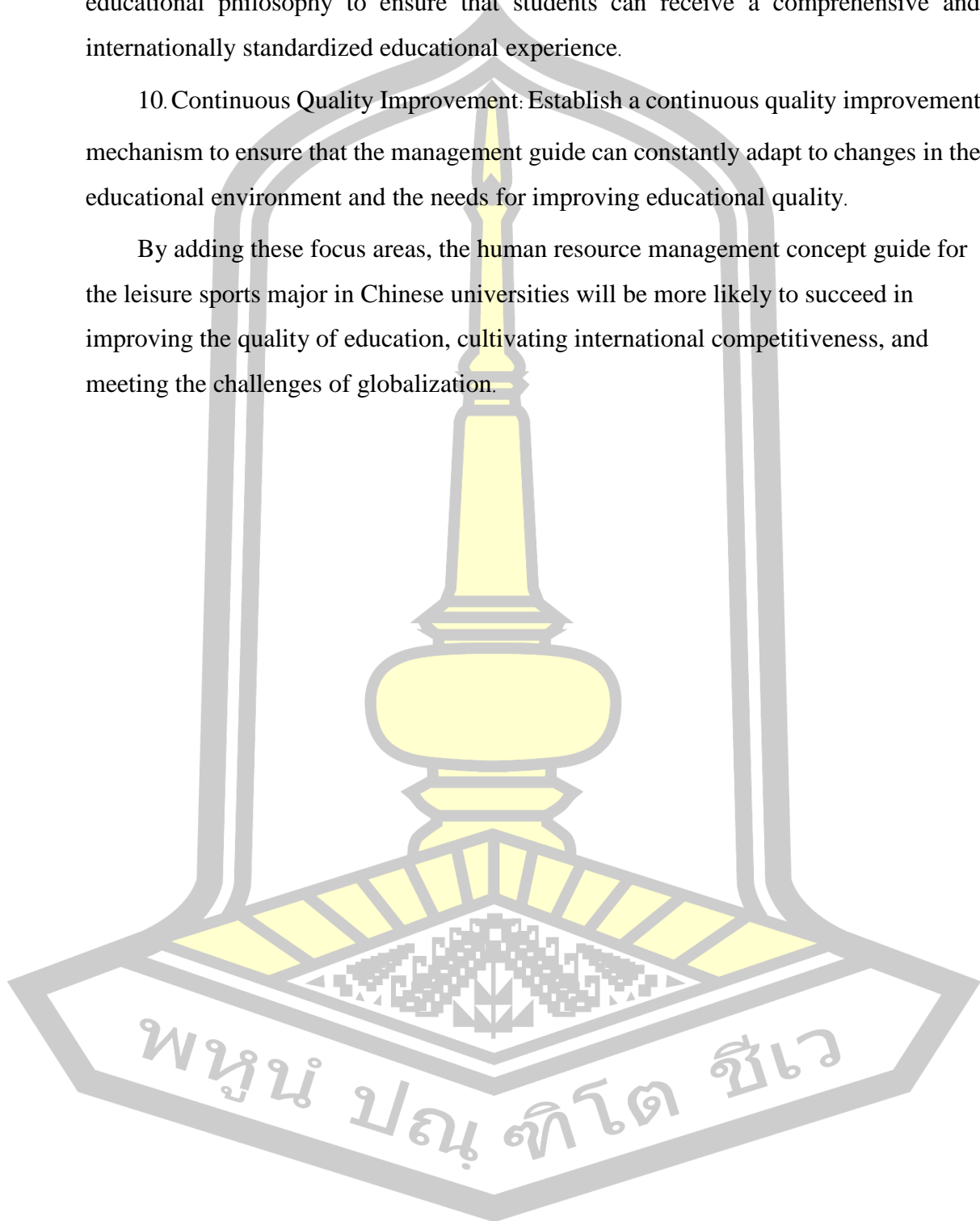
To ensure the success of the human resource management concept guide for the leisure sports major in Chinese universities in pursuing higher goals or achieving international standards, the focus of work should be increased in the following areas:

1. **Integration of International Perspective:** Incorporate advanced international human resource management concepts and practices into the management guide to ensure that management strategies are aligned with global best practices.
2. **Alignment with Quality Standards:** Clearly align with international quality standards in education and sports to ensure that the educational quality of the leisure sports major in universities is internationally recognized.
3. **Data-Driven Decision Making:** Use data analysis to guide the decision-making process in human resource management, ensuring that all decisions are based on empirical research and performance indicators.
4. **Ongoing Professional Training:** Strengthen international perspective and professional skills training for teachers and management personnel to enhance their competitiveness in the context of globalization.
5. **Cultivation of Cross-Cultural Competence:** Emphasize the development of cross-cultural communication and management skills, providing support for teachers and management personnel to work in multicultural environments.
6. **Promotion of Innovation and Research:** Encourage innovative thinking and scientific research to promote innovation in teaching methods, training techniques, and disciplinary development in the leisure sports major of universities.
7. **International Cooperation and Exchange:** Actively seek opportunities for cooperation and exchange with international universities and sports organizations to promote resource sharing and exchange of experiences.
8. **Flexible Talent Development Pathways:** Design flexible and diverse career development paths to provide international career growth opportunities for teachers and management personnel.

9. Student- Centered Educational Philosophy: Adhere to a student- centered educational philosophy to ensure that students can receive a comprehensive and internationally standardized educational experience.

10. Continuous Quality Improvement: Establish a continuous quality improvement mechanism to ensure that the management guide can constantly adapt to changes in the educational environment and the needs for improving educational quality.

By adding these focus areas, the human resource management concept guide for the leisure sports major in Chinese universities will be more likely to succeed in improving the quality of education, cultivating international competitiveness, and meeting the challenges of globalization.



CHAPTER V

THE CONCLUSION AND DISCUSSION

The contents of this chapter are research objectives, summary of main research results, conclusions and suggestions. The study content is described as follows:

- 5.1 Research objectives
- 5.2 Research Conclusion
- 5.3 Discussion
- 5.4 Opinions and suggestions

5.1 Research objectives

1. To investigate the theoretical and practical system of human resource management in leisure sports majors in Chinese colleges and universities, and to construct its components and indicators.
2. To explore the current situation and ideal state of human resource management in leisure sports majors in Chinese colleges and universities.
3. To develop and design the guidelines for human resource management in leisure sports majors in Chinese colleges and universities.
4. To evaluate the guidelines for human resource management of leisure sports majors in Chinese colleges and universities.

5.2 Research Conclusion

The results of this study are reported according on the sequence of the research questions:

5.2.1 Investigate on the components and indicators of human resource management in leisure sports majors in Chinese colleges and universities

1. The six key elements of human resource management in leisure sports majors were identified, namely: human resource planning management, recruitment management, training management, assessment management, promotion management, and compensation management. Each element was marked accordingly, indicating that these management elements are crucial to human resource management in leisure sports

majors in colleges and universities.

2. For these six components, we were further refined in this study. Each component contains six to eight metrics.

(1) Human resource planning management, such as the clarity of long-term and short-term development plans of the school in the human resource planning of leisure physical education, the situation of new skills and new teaching methods and the conformity of the operation strategy of the school with the current education.

(2) Recruitment management, such as the recruitment standards and qualification requirements for leisure PE teachers, the professional recruitment team, the initial screening, interview and final review process for leisure PE applicants, and the matching degree of professional development and training opportunities provided by the university for teachers, etc.

(3) Training management, such as the professional training and training opportunities provided by the school for leisure PE teachers; the frequency of skills and education methods updated for leisure PE teachers; the training plan strategies formulated by the school and the degree of consistency with long-term development goals.

(4) Assessment management, such as: the school's performance evaluation standards and methods for leisure PE teachers; the fairness, objectivity and transparency of assessment management; the performance assessment considers the contribution of teaching, research, service.

(5) Promotion management, such as the consistency of the school promotion management strategy with the overall development goals and strategies of leisure sports major; the follow-up training and development support for leisure sports teachers; and the guarantee measures for the fairness, objectivity and transparency of promotion decisions.

(6) Compensation management, such as the fairness and competitiveness of the school salary system; the rationality of the basic salary, performance bonus and other benefits of leisure sports teachers; and the consistency of salary policy with the

development trend of leisure sports majors.

5.2.2 Explore the current situation and ideal state of human resource management in leisure sports majors in Chinese colleges and universities

1. Complete results of the current condition and ideal state of leisure sports in Chinese colleges and universities. The overall presence state is at the "general" level, while the expected state is at the "very high" level, with a large gap between the presence and the expected state.

2. All the components of the current condition of human resource planning management components of leisure sports majors in Chinese colleges and universities are at the middle level, but among them, human resource planning management and recruitment management are at the low level. The relative expected state averages are all at very high levels. Therefore, all indicators of human resource planning management of leisure sports majors in colleges and universities need to be improved.

3. When designing the implementation guide of human resource Management for leisure sports majors in Chinese colleges and universities, the results show that:

(1) Priority demand index shows that the first priority is human resource planning management, the second priority is recruitment management, the third priority is training management, the fourth priority is compensation management, the fifth is promotion management, and assessment management is the final priority.

(2) According to the PNI correction, develop the current condition of Chinese university leisure sports professional human resources management status and Ideal stated condition state significant gap between the project are: from the component of human resources planning management priority demand index, the first priority is the school in leisure sports professional human resources planning management of long-term and short-term development plan. From the perspective of the priority demand index of recruitment management, the first priority is the recruitment standards and qualification requirements of schools for leisure physical education teachers. From the

perspective of training management, the school provides professional training and training opportunities for leisure PE teachers; the frequency of updating their skills and educational methods, the training plan strategies and their consistency with the long-term development goals. From the perspective of the priority demand index of assessment management, the performance evaluation standards and methods of leisure sports teachers and the fairness, objectivity and transparency of assessment management are the first priority. From the perspective of the priority demand index of promotion management, the school provides safeguard measures for the fairness, objectivity and transparency of the promotion decision; the follow-up training and development support of the promotion teachers and the consistency of the overall development goals and strategies of the school promotion management strategy are the first priority. Finally, in terms of compensation management, the first priority is the fairness and competitiveness of the school's salary system.

5.2.3 Design and evaluation management model construction of the development guide of human resource management for leisure sports majors in Chinese colleges and universities

1. The overall composition of the implementation guidelines is highly appropriate. All components achieved the highest mean score.
2. Through specific training objectives, materials, implementation methods, duration, resources and evaluation methods, the ability of managers in leisure sports professional human resource management will be significantly improved. It includes improving human resource planning, optimizing the recruitment process, enhancing training opportunities, improving evaluation efficiency, strengthening promotion and compensation management and other aspects. Through diversified training methods such as symposiums, practical training courses and group discussions, it will promote the practical improvement and development of human resource management of leisure sports majors in Chinese colleges and universities, and provide practical strategies and tools for realizing more efficient talent management and organization optimization.

5.3 Discussion

The overall discussion of the study findings is based on the following research questions:

5.3.1 To explore the theoretical and practical system of human resource management in leisure sports in China and understand its basic components and indicators

1. The first question is studied through literature research and verification by five experts. Construct a theoretical framework for human resource management in leisure sports majors. The basic structure of human resource management in leisure sports majors in Chinese colleges and universities depends on the premise of improving the quality of education and meeting the needs of modern leisure sports. The human resource management structure of leisure sports majors includes key components such as human resource planning, recruitment, training, performance evaluation, promotion and compensation.

2. Further evaluate the core indicators of the effectiveness of human resource management in leisure sports majors. Analyze the practice of human resource management in leisure sports majors. Investigate the specific practices of various organizations in recruitment, training, performance evaluation and employee motivation, identify existing problems and challenges, and explore the gap between the current theoretical framework and actual management practices. Provide a basis for understanding the key elements of human resource management in leisure sports majors in Chinese colleges and universities, emphasizing the balance between theory and practice, the importance of core indicators for measuring effectiveness, and the challenges and opportunities on the road ahead.

5.3.2 To explore the current condition state, ideal state and demand evaluation of human resource management of leisure sports major in Chinese colleges and universities

1. At present, there are many challenges in human resource management of leisure sports majors in Chinese colleges and universities, mainly in human resource

planning, recruitment, training, performance evaluation and compensation management. In particular, in human resource planning and recruitment management, there are large gaps and deficiencies, which constitute an obvious obstacle to meeting the needs of professional development and discipline construction. Ideally, the human resource management of leisure sports majors in Chinese colleges and universities should be able to build a comprehensive, efficient and dynamic management system, to ensure that the effective planning, recruitment, training, evaluation and compensation management of human resources are closely combined with professional development, and to form a good educational environment and discipline construction atmosphere.

2. Demand assessment shows that the human resource management of leisure sports majors in colleges and universities urgently needs to improve and optimize the management mode, especially to address the existing problems and challenges. The results of the needs assessment emphasize the importance of developing and implementing comprehensive reform measures, including updating human resource management concepts, the introduction of innovative management tools and methods, strengthening internal training and external cooperation, and the establishment of more effective incentive and feedback mechanisms. Through the in-depth analysis and demand evaluation of the current condition state and ideal state, the direction and focus of the management reform and optimization of human resources management of leisure sports majors in Chinese colleges and universities can be clarified, which provides theoretical basis and practical guidance for the formulation of specific implementation guidelines and management strategies.

5.3.3 To develop and design the efficient implementation guide of human resource management for leisure sports majors in Chinese colleges and universities

1. The designed training objectives and contents are closely combined with the actual needs of human resource management of leisure sports majors in colleges and universities, including improving human resource planning, optimizing recruitment standards, improving training effect, strengthening performance evaluation, fairness and transparency of promotion decision-making, and fairness and competitiveness of compensation management. The content covers human resources

planning management, recruitment, training, assessment management, promotion, compensation management and other aspects, including in-depth analysis and guidance of strategies, methods and processes, aiming to improve the comprehensive ability of managers and the ability to solve practical management problems.

2. Training adopts a variety of methods, such as workshops, process simulation training, group discussion and management strategy forum, to enhance the interactivity and practicality. These methods help participants to deeply understand and master the core knowledge and skills of leisure sports professionals. To ensure the effectiveness of the training, professional training manuals, guidance materials, example analysis, case study materials, interactive simulation software and online resources are provided that will support the participants to learn in depth and apply them in practice.

3. Implementation guide also includes a set of detailed project evaluation plan, through the measurement, the process evaluation, test and questionnaire survey, comprehensive evaluation of the effect of the training program, to ensure the basis for the subsequent improvement, the efficient implementation of guide design considering the characteristics and requirements of human resources management, through the comprehensive training content, various teaching methods, reasonable time arrangement and comprehensive evaluation system, aims to improve the efficiency of management, optimize the management quality, to support the development of leisure sports professional and talent training.

5.3.4 It evaluates the guiding ideology of human resource management of leisure sports major in Chinese colleges and universities and constructs the management model.

1. In human resource management, the guiding ideology should emphasize the principles of humanism, all-round development and sustainable development. This is not only reflected in the goals and methods of talent training, but also reflected in the management practice and policy making. This guiding ideology can ensure that the human resource management of leisure sports major can not only meet

the current needs of education and society, but also foresee and adapt to the future development trend. The evaluation of guiding ideology should also take into account the particularity and complexity of leisure sports majors, including the comprehensive understanding of health, leisure and physical education, as well as the challenges and opportunities of interdisciplinary integration of these fields in human resource management.

2. The management model should be based on the framework of system theory and strategic human resource management, and integrate the various components of human resource management (such as planning, recruitment, training, assessment, promotion and compensation) into a coordinated system. This system should be able to support the teaching, research, and social service goals of the leisure sports specialty, while promoting the personal and professional development of the faculty and staff. The constructed management model should also include flexibility and adaptability that can be adjusted to changes in external environment and internal needs. This requires that management models not only have a clear structure and processes, but also include mechanisms for feedback and improvement.

3. Successful management model implementation requires a detailed set of operational guidelines and support measures, such as training of managers and staff, support for information technology and management tools, as well as an effective communication and collaboration platform. The evaluation of the management model should be a continuous process, including the regular inspection and evaluation of the effect of the implementation. This requires the establishment of a comprehensive evaluation index system to measure the performance of the management model in improving the quality of education, promoting staff development and enhancing organizational effectiveness.

5.4 Suggestions

To provide guidance for the theoretical research and practical improvement of human resource management of leisure sports major in Chinese colleges and universities, this study has the following suggestions:

5.4.1 General Suggestions

1. Integration and innovation theoretical framework:

It is suggested to integrate and innovate the theoretical framework more widely in the research and practice of human resource management in leisure sports specialty. We can learn from some interdisciplinary theoretical viewpoints, such as pedagogy, management, psychology and other sports science, to form a more comprehensive and in-depth understanding of the theoretical content. It is helpful to improve the theoretical basis of human resource management and provide a more diversified and effective perspective for solving practical problems.

2. Emphasize the humanistic management concept:

The proposal emphasizes the importance of humanistic management concept. Human resource management of leisure sports majors should pay more attention to human development and satisfaction, such as the needs, motivation, sense of participation and achievement of faculty, staff and students. The application of humanistic ideas helps to build a more active and supportive learning and working environment, thus improving the overall quality of education and work efficiency.

3. Attach importance to the combination of practice and theory:

It is advocated to pay more attention to the combination of practice and theory in the theoretical research of human resource management in leisure sports major. This means that the development of the theory should be closely combined with the problems and challenges encountered in the actual management, and test and verify the application effect of the theory through empirical research and case analysis. This combination can not only enhance the practicality and pertinence of the theory, but also contribute to the update and development of theoretical knowledge.

4. International Exchange and cooperation:

Suggestions to promote international exchanges and cooperation. The theory and practice of human resource management of leisure sports major can benefit from international experience and best practice, and introduce foreign advanced theories and management mode through academic exchange, cooperative research and

international conference. The international perspective can enrich and expand the domestic theoretical research, and can also improve the level and effect of management practice.

5.4.2 Suggestions for next research

1. Cross-cultural and cross-field management research:

Future research could explore HRM strategies and challenges for leisure sports professionals in cross-cultural settings. Considering the education and talent flow in the context of globalization, understanding the management needs, communication methods and work motivation in different cultural backgrounds is crucial to improving the effectiveness of human resource management. Meanwhile, future studies should explore the potential of leisure sports specialties for social and community engagement. How to promote participation in social well-being and environmental protection through its curriculum design, project implementation and human resource management strategies. To help understand how leisure physical education contributes to broader societal goals, such as practices by promoting healthy lifestyles, enhancing community connections, and supporting sustainable development.

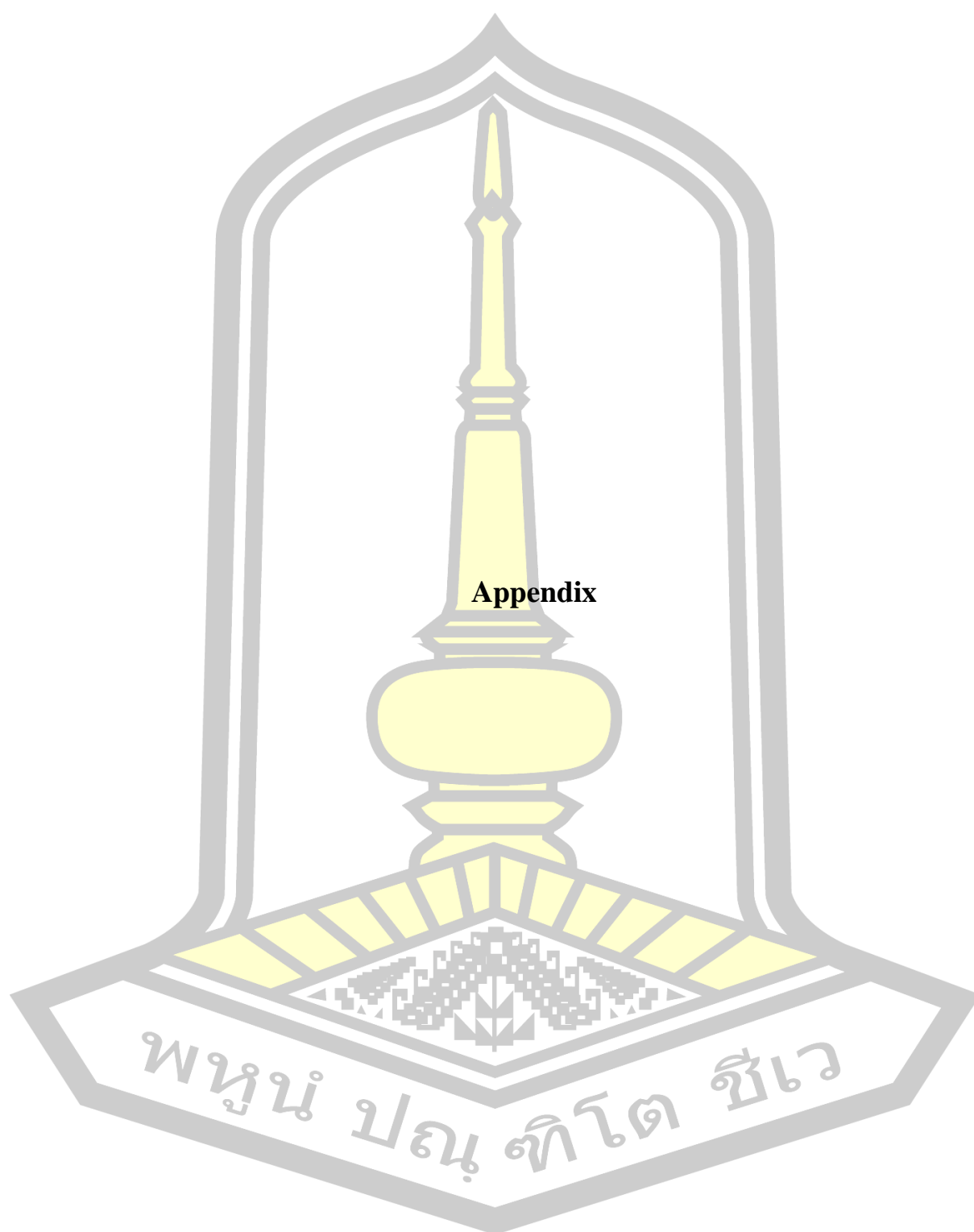
2. Focus on the impact of technological progress on management:

With the rapid development of information technology and digital tools, continuous attention should be paid to the impact of these technological advances on the human resource management of leisure sports majors. Especially in the fields of big data, artificial intelligence and machine learning, future research should deeply explore the application of these technologies in leisure sports professionals and their impact. Study how technology changes management practices, educational delivery methods, and the training and development of human resources. Technological innovation should be explored to improve management efficiency, promote teaching quality and optimize learning experience.

3. Leisure physical education and human resource Management under the background of globalization:

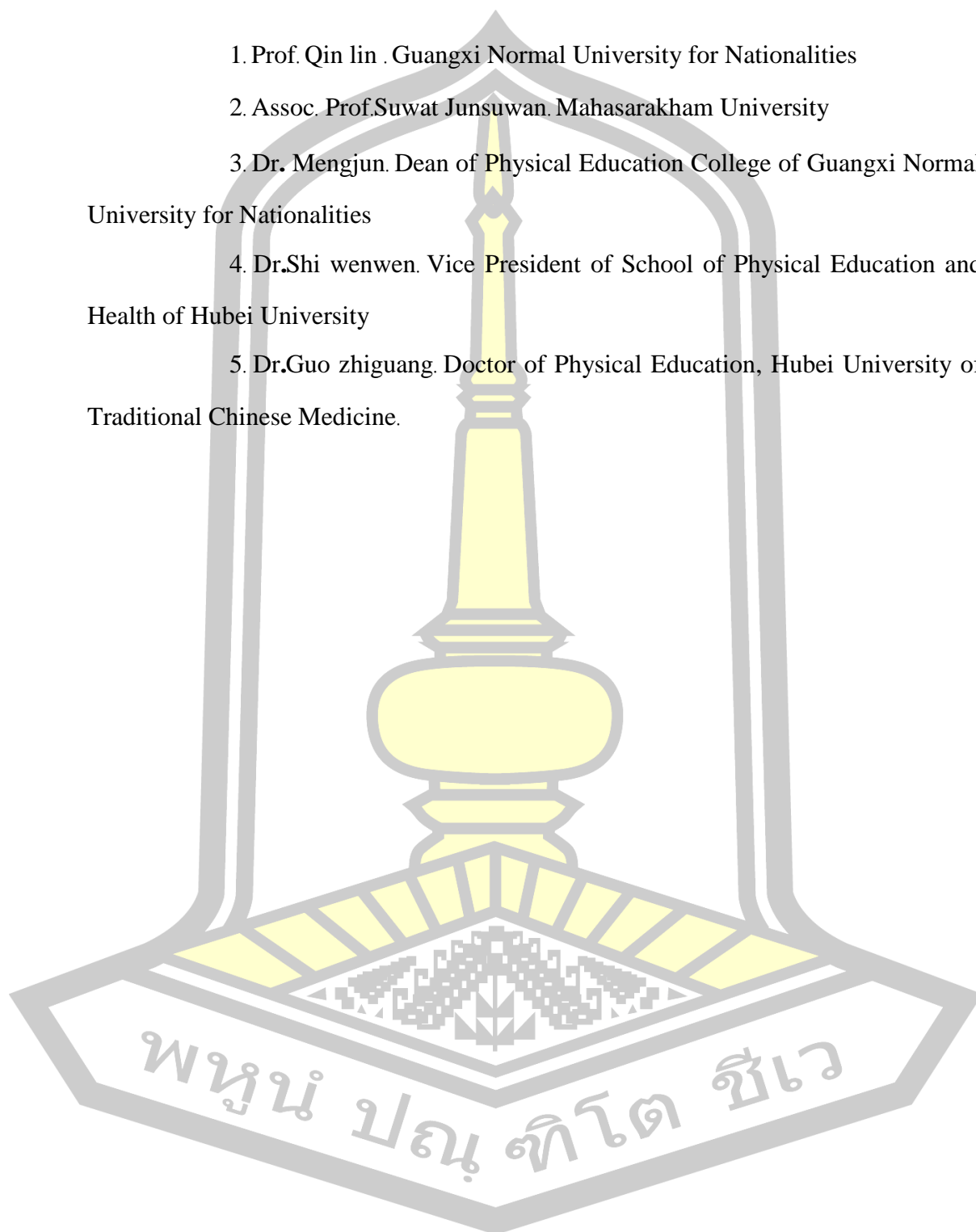
In the context of globalization, further study how the education and human resource management strategies of leisure sports majors in Chinese colleges and universities adapt to the trend and challenge of internationalization. It includes the study of the impact of international student and teacher exchanges, international cooperation programs, and the implementation of transnational education models on human resource management strategies, and how to enhance the international competitiveness and influence of leisure sports majors through these strategies.





Appendix A List of experts

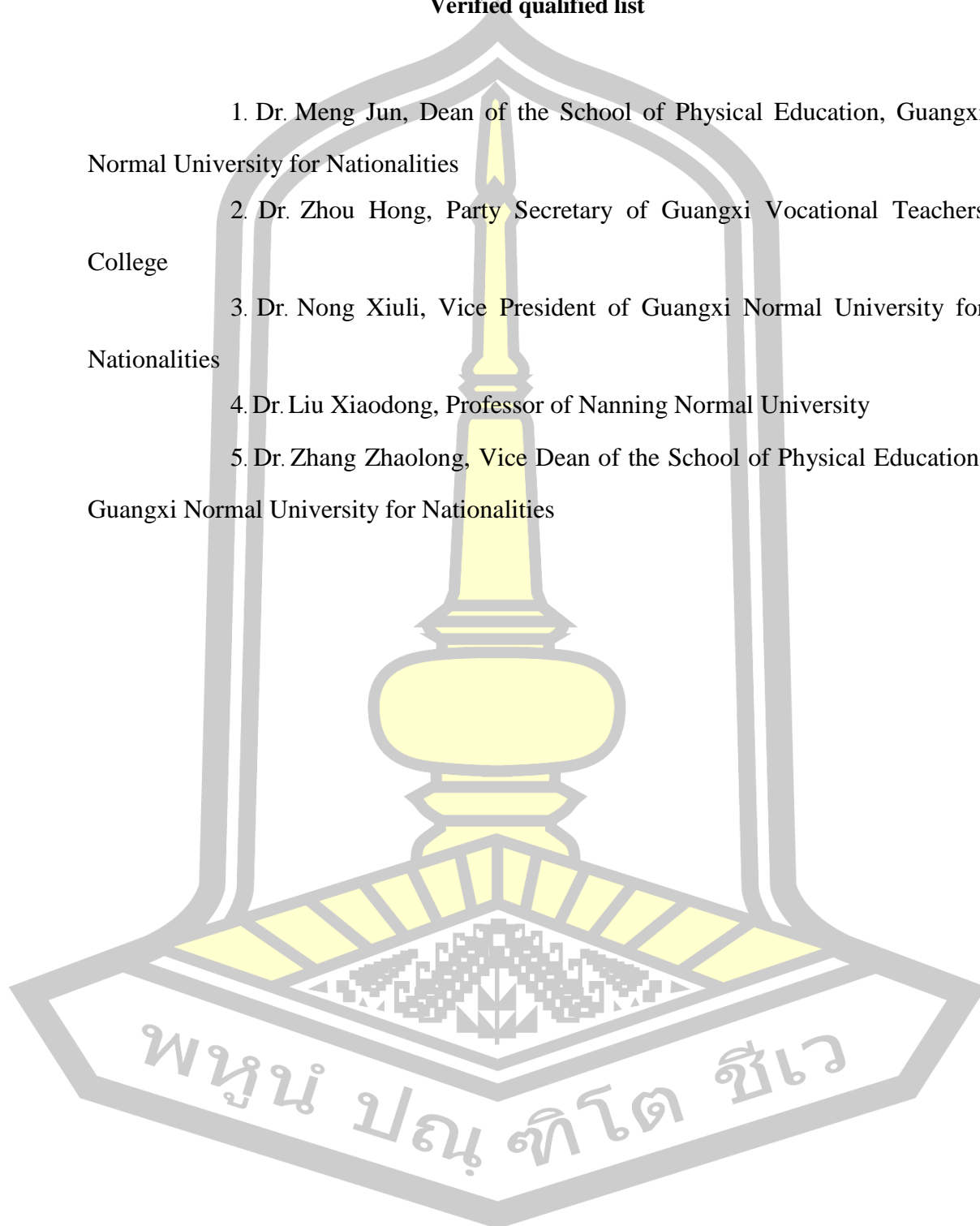
1. Prof. Qin lin . Guangxi Normal University for Nationalities
2. Assoc. Prof.Suwat Junsuwan. Mahasarakham University
3. Dr. Mengjun. Dean of Physical Education College of Guangxi Normal University for Nationalities
4. Dr.Shi wenwen. Vice President of School of Physical Education and Health of Hubei University
5. Dr.Guo zhiguang. Doctor of Physical Education, Hubei University of Traditional Chinese Medicine.



List of experts

Verified qualified list

1. Dr. Meng Jun, Dean of the School of Physical Education, Guangxi Normal University for Nationalities
2. Dr. Zhou Hong, Party Secretary of Guangxi Vocational Teachers College
3. Dr. Nong Xiuli, Vice President of Guangxi Normal University for Nationalities
4. Dr. Liu Xiaodong, Professor of Nanning Normal University
5. Dr. Zhang Zhaolong, Vice Dean of the School of Physical Education, Guangxi Normal University for Nationalities

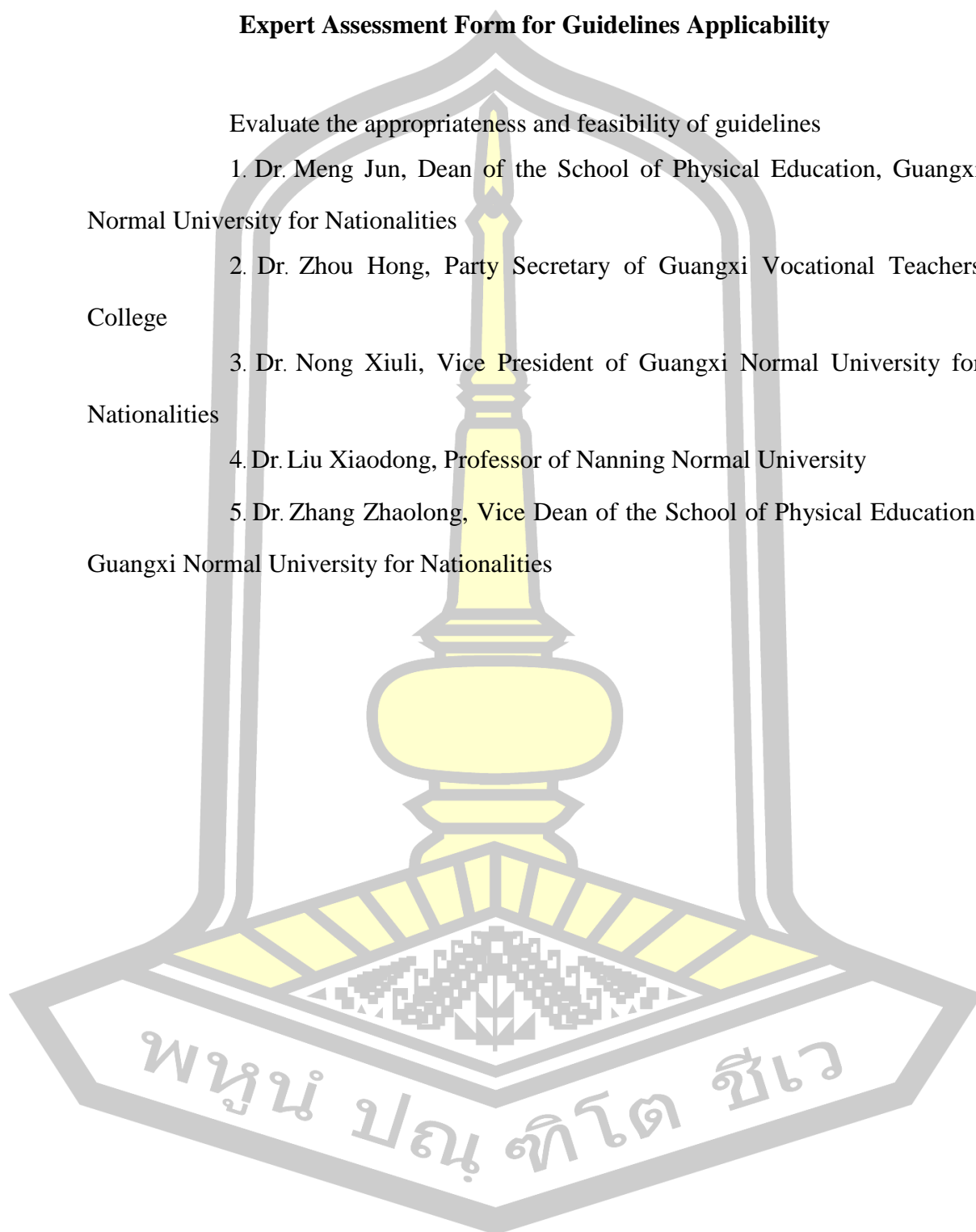


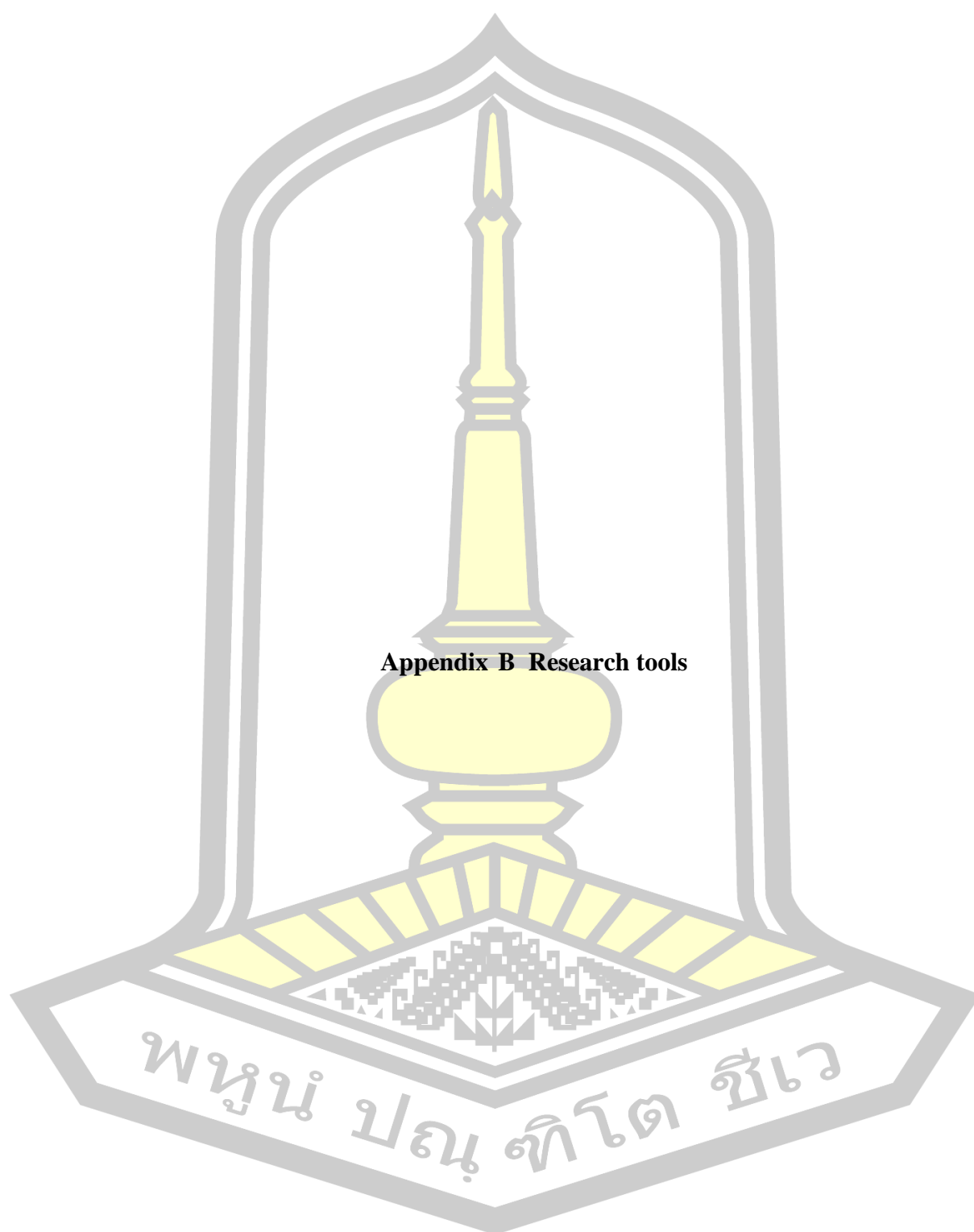
List of experts

Expert Assessment Form for Guidelines Applicability

Evaluate the appropriateness and feasibility of guidelines

1. Dr. Meng Jun, Dean of the School of Physical Education, Guangxi Normal University for Nationalities
2. Dr. Zhou Hong, Party Secretary of Guangxi Vocational Teachers College
3. Dr. Nong Xiuli, Vice President of Guangxi Normal University for Nationalities
4. Dr. Liu Xiaodong, Professor of Nanning Normal University
5. Dr. Zhang Zhaolong, Vice Dean of the School of Physical Education, Guangxi Normal University for Nationalities





Appendix B Research tools

Research questionnaire Theme

Investigation on the current situation of human resource management of leisure sports majors in colleges and universities in China

Explain

1. The purpose of the questionnaire is to explore Current situation and Ideal state of human resources management of leisure sports majors in Chinese colleges and universities.

2. The information in your answer will be used to developing the human resource management guidelines for leisure sports majors in Chinese colleges and universities.

3. The questionnaire is divided into two parts, including:

The first part is the basic information of the interviewee.

The second part is about the current situation and Ideal state of human resources management of leisure sports majors in colleges and universities in China.

The subject content of the questionnaire survey is divided into the following six aspects:

3.1 Resource Planning and Management

3.2 Recruitment management

3.3 Training management

3.4 Assessment management

3.5 Promotion management

3.6 Compensation management

The third part is an open question, which is about the development guide of human resource management mode of leisure sports major in Chinese colleges and universities.

Thanks to everyone who answered the question.

Mr Wang Bin. doctoral student

Research field: education management, Mahasarakham University.

Part 1: Basic information of the interviewee.

Note: Please tick ☐ in the box corresponding to your status.

1. Gender

☐ Male ☐ Female

2. Age

☐ Under 30 years old ☐ 30-39 years old

☐ 40-49 years old ☐ Over 50 years old

3. Education level

☐ Bachelor ☐ Master ☐ Doctor

4. Current position

☐ University leaders ☐ Institute of Physical Education administrators ☐

Teachers

5. Working years

☐ Less than 5 years ☐ 5-9 years

☐ 10-14 years ☐ 15 years or more

The second part is the conditions for developing the human resource management mode of leisure sports major in Chinese colleges and universities.

Note: Please read the question and tick ☐ in the box after the message.

These conditions have an impact on improving and developing the human resource management of leisure sports specialty in Chinese colleges and universities.

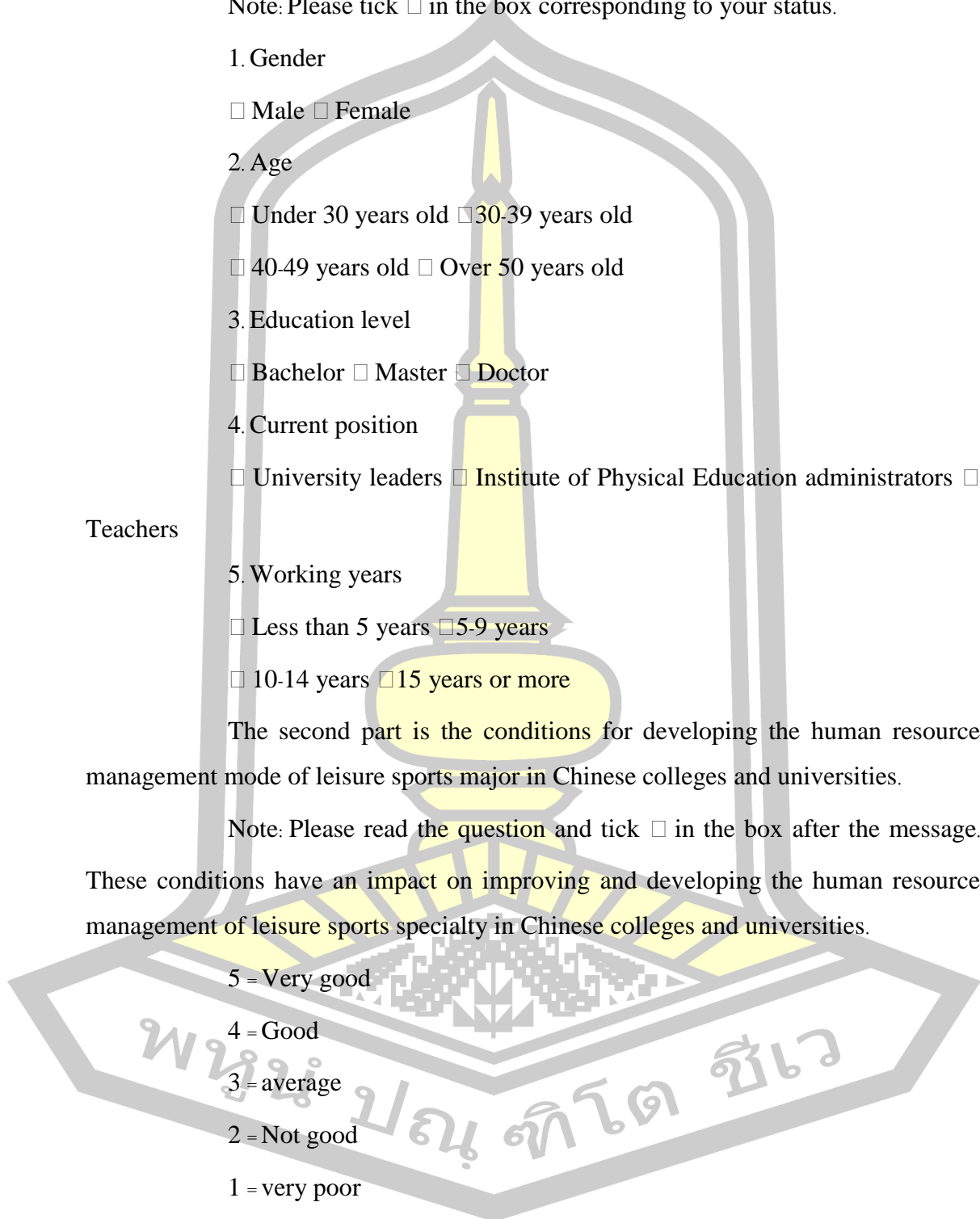
5 = Very good

4 = Good

3 = average

2 = Not good

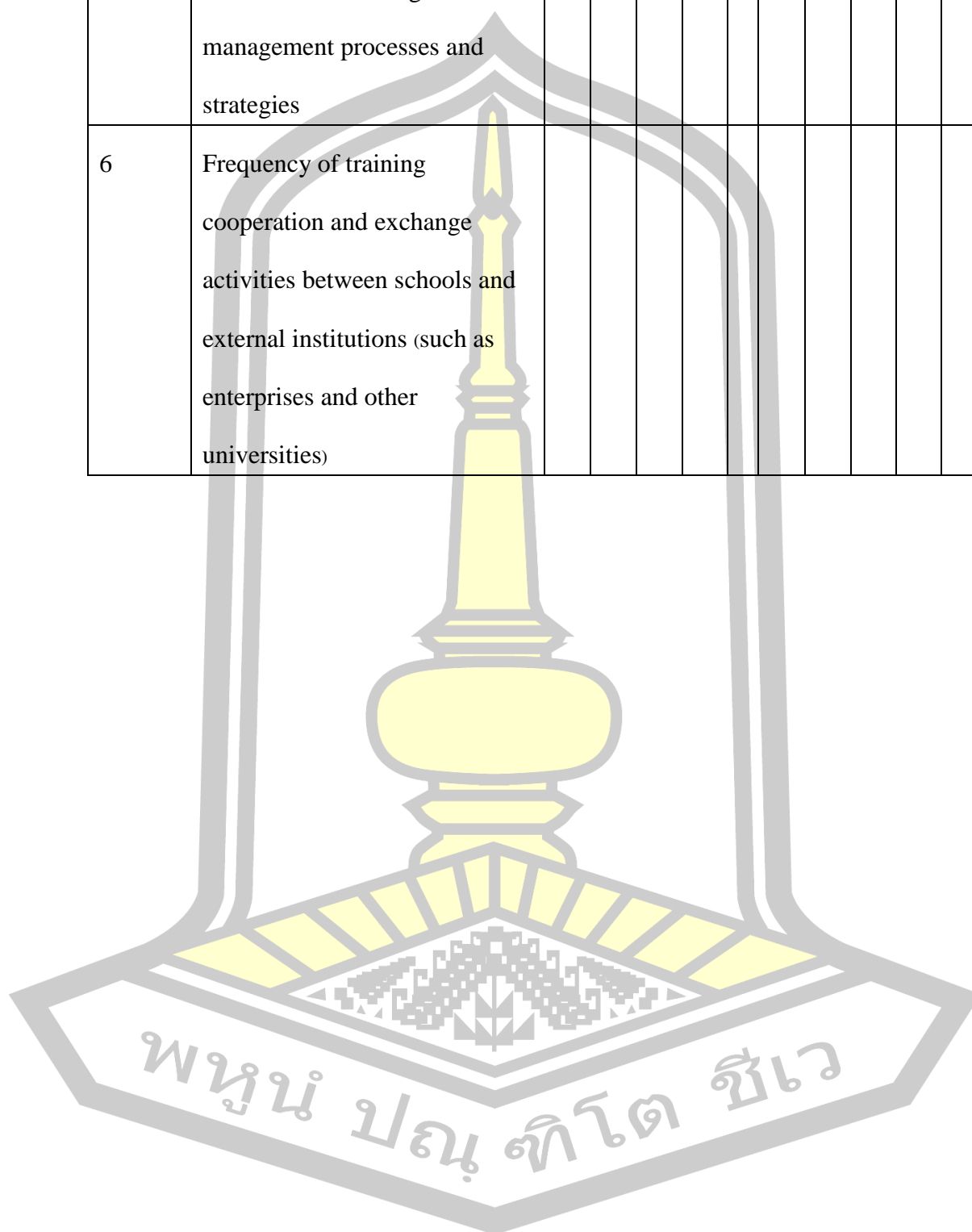
1 = very poor



[illegible]

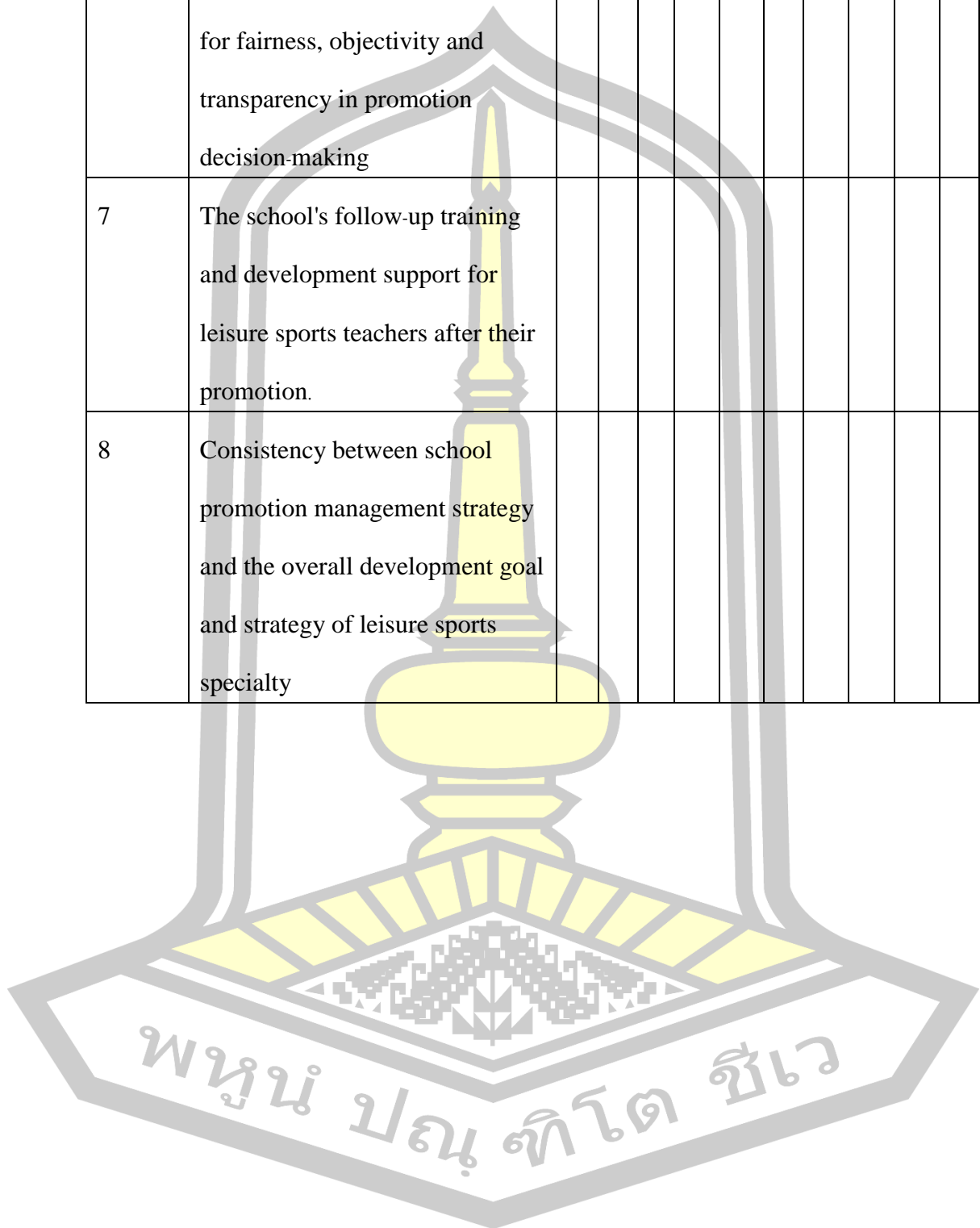
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	measures for training management processes and strategies												
6	Frequency of training cooperation and exchange activities between schools and external institutions (such as enterprises and other universities)												

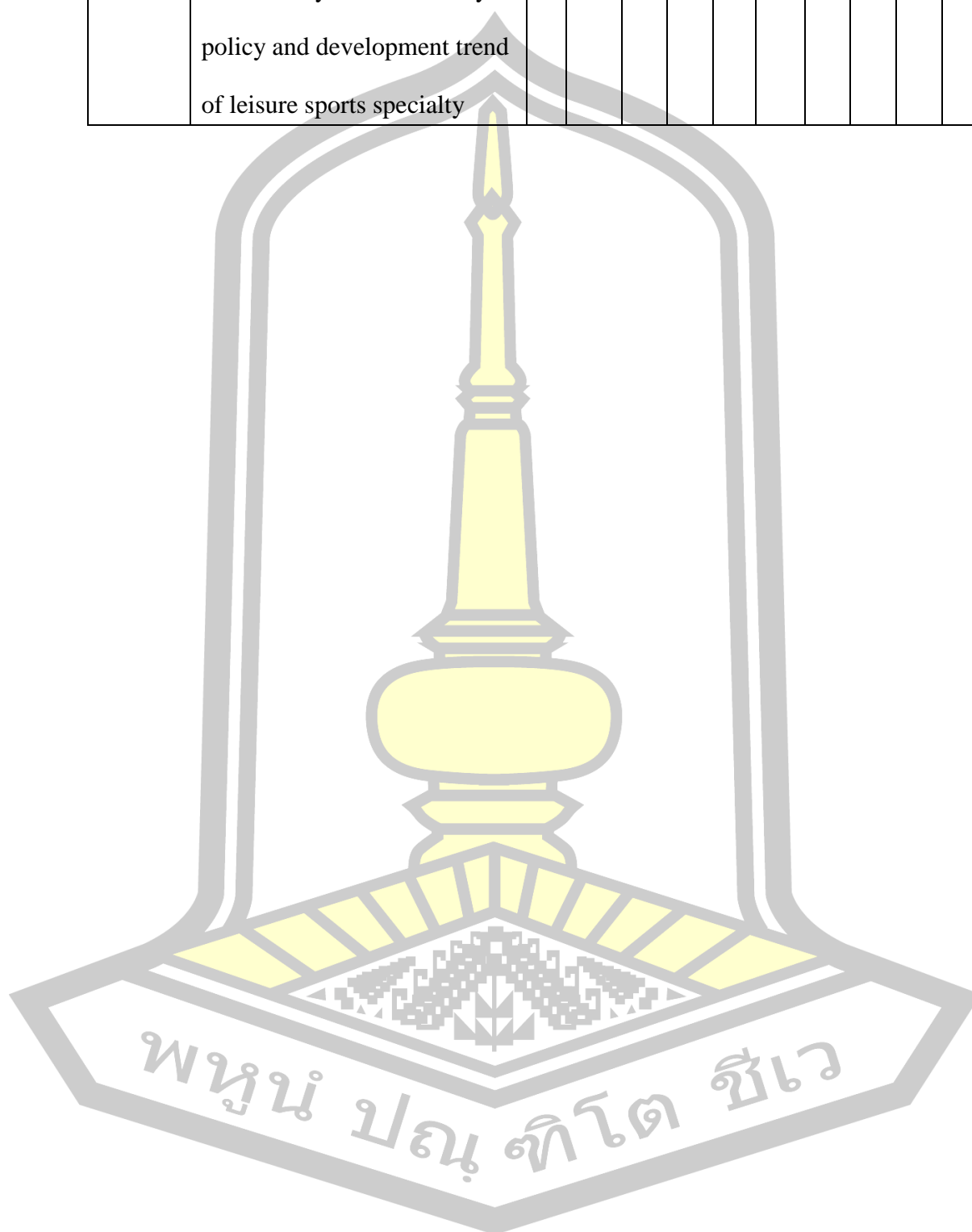


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6	The school's guarantee measures for fairness, objectivity and transparency in promotion decision-making												
7	The school's follow-up training and development support for leisure sports teachers after their promotion.												
8	Consistency between school promotion management strategy and the overall development goal and strategy of leisure sports specialty												



6	Consistency between salary policy and development trend of leisure sports specialty												
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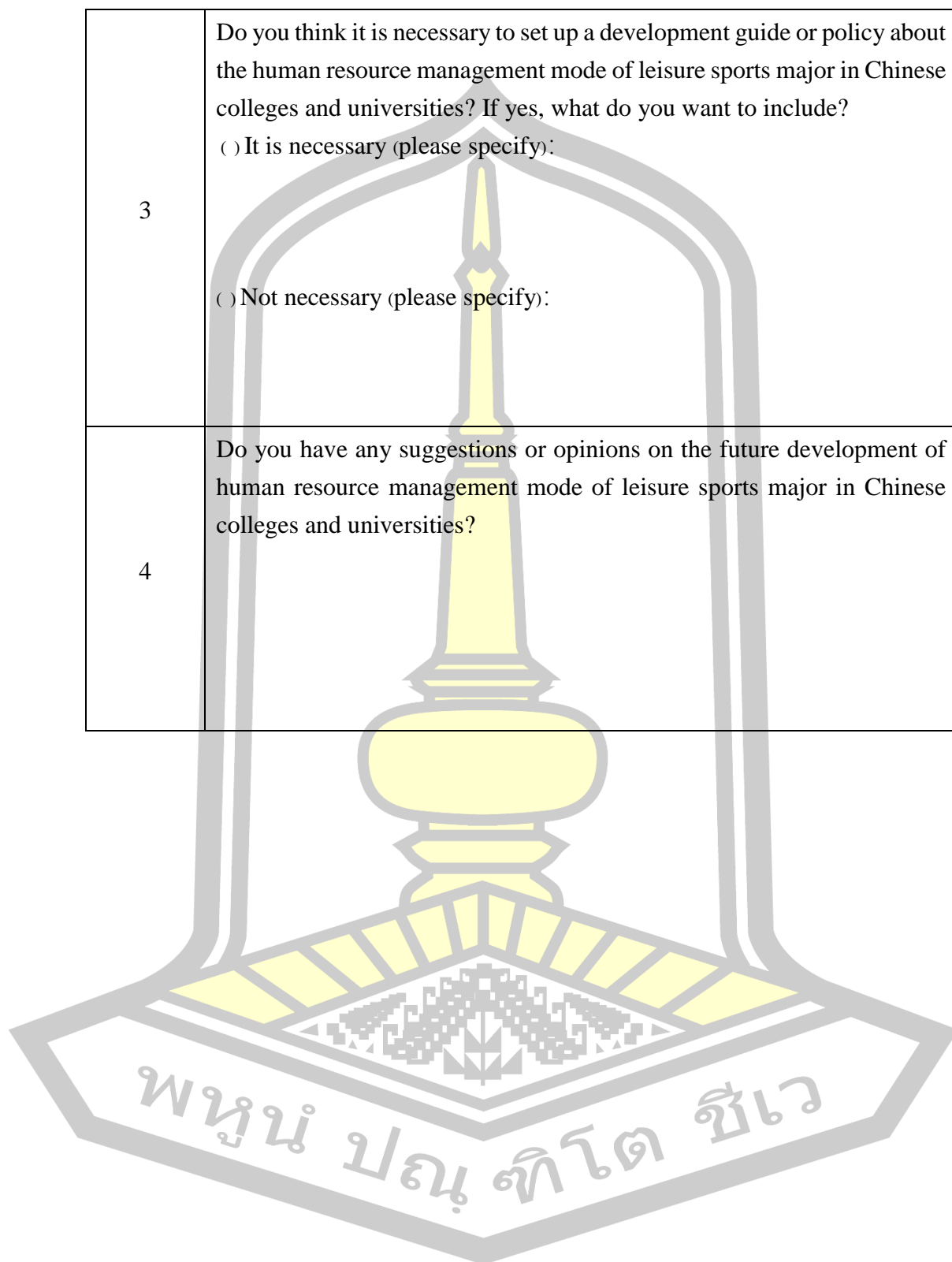


The third part is a guide to the human resource management mode of leisure sports major in Chinese colleges and universities

Note: Please read the question and write your comments or opinions in the wireframe after the message. These guidelines for setting up human resources management of leisure sports major in colleges and universities in China have important reference value.

serial number	question
1	What do you think is the current problem of human resources management of leisure sports major in colleges and universities in China? (It can be analyzed from the aspects of operation management, educational resource management, student management and scientific research management.)
2	Does the human resource management mode of leisure sports major in Chinese colleges and universities need to be improved? (Please talk about the reasons) () It is necessary (please specify): () Not necessary (please specify):

3	<p>Do you think it is necessary to set up a development guide or policy about the human resource management mode of leisure sports major in Chinese colleges and universities? If yes, what do you want to include?</p> <p>() It is necessary (please specify):</p> <p>() Not necessary (please specify):</p>
4	<p>Do you have any suggestions or opinions on the future development of human resource management mode of leisure sports major in Chinese colleges and universities?</p>



**Interview outline for the development guide of leisure sports human resource
management**

theme	question
Part 1: Training objectives	Overall approach to human resource management: 1.How to align human resource planning strategies with current educational standards 2.Please describe the process and importance of setting clear work goals and action plans
	Professional development and learning activities: 1.What are the key components of professional training programs 2.How to ensure continuous professional development and encourage faculty and staff to participate in continuous learning
	Improve professional knowledge and skills: 1.How to integrate new educational trends into training programs 2.What strategies are used to maintain high standards of teaching and management
Part 2: Training content	Overview of human resource management components Brief overview of the core areas of human resource management (planning, recruitment, training, evaluation, promotion and compensation management)
	Recruitment process optimization 1.How to optimize teacher recruitment standards and qualification requirements 2.How to ensure that qualified teachers are recruited and can adapt to future education needs
Part 3: Training	Seminars and practical application 1.How to discuss specific HR topics in depth through seminars 2.What role does simulation training play in improving the skills of management teams

methods	Training course content and implementation 1.How to ensure that training content is consistent with the latest developments in leisure sports professions 2.How to evaluate and provide feedback during training
Part 4: Training duration and effectiveness	Training schedule and module division 1. How the training program is designed? 2. How is each core module arranged? 3. How is the specific training time allocated every day?
	Special seminars and case analysis 1.How to promote the combination of theory and practice through 2.special seminars and management strategy forums? How to select and analyze cases
Part 5: Training materials and supporting resources	Training manuals and guidance materials 1. How to write training manuals and guidance materials, and what are the main aspects of the content? 2.How to use case analysis and case studies to improve the practical application effect of training
	Online resources and interactive platforms 1.How to use interactive simulation software and online resources in training 2.How to support participants' experience sharing and problem discussion on online communication platforms
Part 6: Training program evaluation	Evaluation methods and processes 1.What does the evaluation strategy of the training program include 2.How to conduct self-evaluation 3.How to implement teaching performance and peer evaluation of courses, and how these evaluations can help improve teaching methods

Appendix C Finding the quality of research tools

Evaluation form for the development guide of human resource management for leisure sports majors in China

Clarification

1. This questionnaire aims to study the applicability and possibility of improving the development guidelines for human resource management in leisure sports in China.

2. Please consider the guidelines in each document. And evaluate their applicability and possibility according to the following scoring criteria.

3. Meaning of scores:

5 The Guidelines for the Development of Human Resources Management in Leisure Sports in China are appropriate/possible. At the highest level.

4 The Guidelines for the Development of Human Resources Management in Leisure Sports in China are appropriate/possible. At a high level.

3 The Guidelines for the Development of Human Resources Management in Leisure Sports in China are appropriate/possible. At a medium level.

2 The Guidelines for the Development of Human Resources Management in Leisure Sports in China are appropriate/possible. Medium.

1 The Guidelines for the Development of Human Resources Management in Leisure Sports in China are appropriate/possible. At the lowest level.

We thank all the experts who assisted in the evaluation of the guidelines.

Mr.Wang Bin

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Appendix D Components and indicators of this study

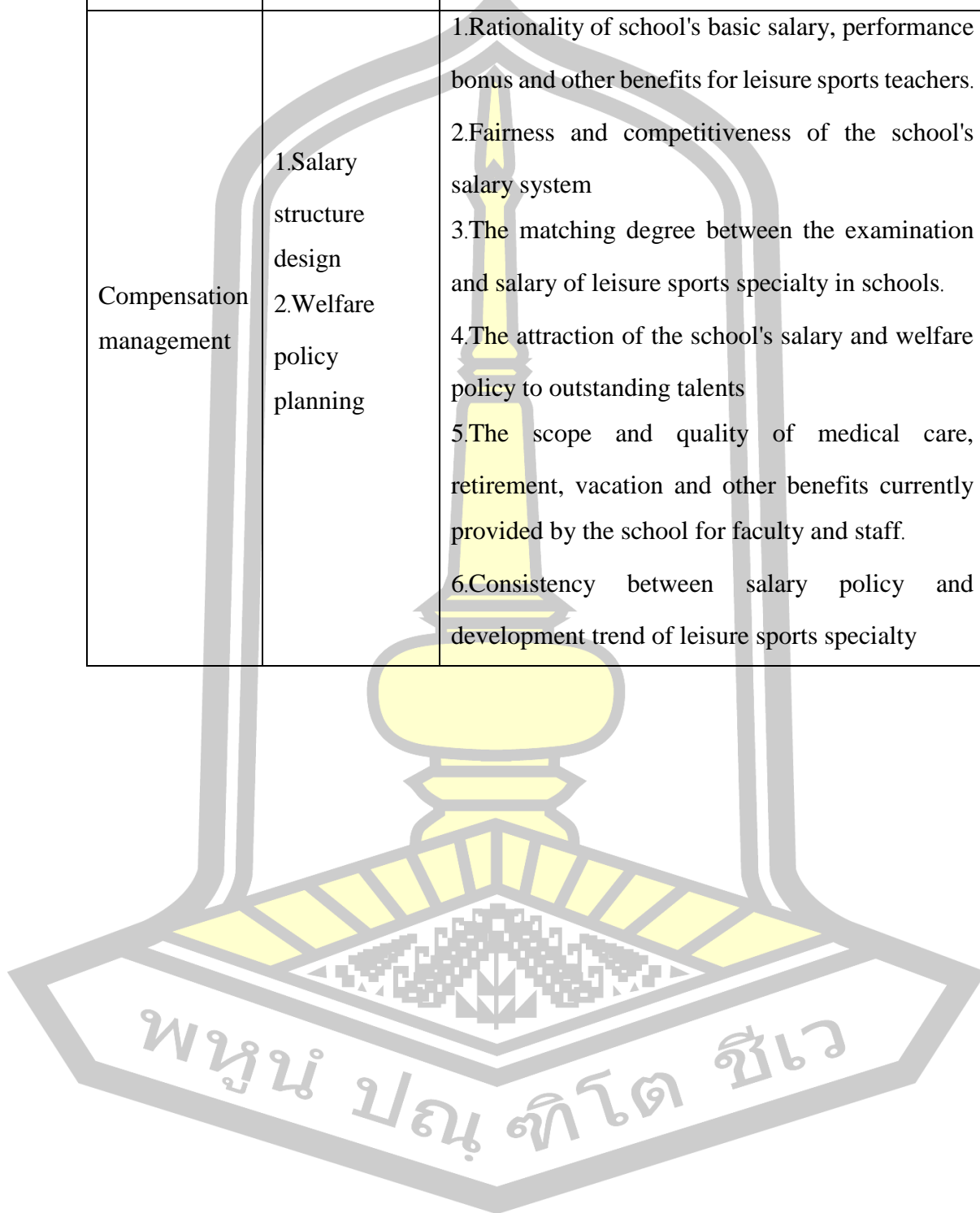
Components of human resource management of leisure sports specialty	Main indicators	Sub-indicators
Human resource planning management	1.Human resource demand analysis	<p>1. The degree to which the school's human resources planning management and operation strategy is consistent with the current education.</p> <p>2. The school consider external factors (such as industry changes, policies and regulations, etc.) when planning human resources for leisure sports majors.</p> <p>3. The matching degree between the school and the development trend of the future industry in the human resource planning of leisure sports specialty</p>
	2.Human resource allocation strategy	<p>4. Schools should consider the degree of needs and expectations of students and teachers when formulating resource planning management strategies.</p> <p>5. The perfection of the human resource planning management structure and decision-making process of the school.</p> <p>6. The clarity of the long-term and short-term development plan of the school in the human resources planning management of leisure sports</p>

		<p>specialty.</p> <p>7. In the human resource planning of leisure sports specialty, the school aims at the situation of new skills and new teaching methods.</p> <p>8. The frequency of re-evaluating and adjusting the human resource planning strategy of leisure sports major.</p>
Recruitment management	<p>1. Recruitment process optimization</p> <p>2. Employee selection criteria</p>	<p>1. The transparency and rationality of the school's teacher employment process</p> <p>2. The matching degree between the professional development and training opportunities provided by the school for teachers and the expected demand.</p> <p>3. Fairness and justice in the process of screening and evaluating applicants.</p> <p>4. Rationality of the strategy used by schools to attract outstanding talents that match the goals and needs of school construction.</p> <p>5. The school's recruitment standards and qualification requirements for leisure sports teachers</p> <p>6. The recruitment process of leisure sports majors in schools</p> <p>7. Recruitment effect and satisfaction of leisure sports specialty</p> <p>8. The release channels and strategies of leisure sports professional recruitment information in schools.</p>

Training management	1.Training demand planning 2.Training effect feedback	1. Professional training and further education opportunities provided by the school for leisure sports teachers. 2. The frequency of updating the skills and educational methods of leisure sports teachers in schools. 3. The training plan and strategy formulated by the school and its consistency with the long-term development goals 4. Customized training programs conducted by the school according to the characteristics and needs of leisure sports majors 5. The status of the school's continuous optimization measures for training management processes and strategies 6. Frequency of training cooperation and exchange activities between schools and external institutions (such as enterprises and other universities)
Assessment management	1.Assessment requirements formulation 2.Performance	1. Performance evaluation standards and methods of leisure sports teachers in schools 2. Fairness, objectivity and transparency of assessment management 3. The school's performance appraisal takes into account the contribution of teaching, research and service of faculty and staff. 4. Frequency of regular and temporary assessment of leisure sports teachers by schools 5. The feedback mechanism and communication

	evaluation system	<p>channel of the school to the examination results of leisure sports teachers.</p> <p>6. The school's correlation strategy between performance appraisal and promotion, reward and punishment of leisure sports teachers.</p> <p>7. The school's assessment and management of leisure sports specialty will promote the long-term development goal of leisure sports specialty.</p>
Promotion management	<p>1.Career development path</p> <p>2. Promotion criteria formulation</p>	<p>1. Rationality of the promotion path arrangement of leisure sports teachers in schools.</p> <p>2. Basic conditions and requirements for the promotion of leisure sports teachers formulated by the school</p> <p>3. The school's performance appraisal takes into account the contribution of teaching, research and service of faculty and staff.</p> <p>4. Promotion cycle and evaluation frequency of leisure sports teachers by schools</p> <p>5. The weight distribution of teaching, scientific research and performance in the evaluation of school promotion.</p> <p>6. The school's guarantee measures for fairness, objectivity and transparency in promotion decision-making</p> <p>7. The school's follow-up training and development support for leisure sports teachers after their promotion.</p> <p>8. Consistency between school promotion</p>

		management strategy and the overall development goal and strategy of leisure sports specialty
Compensation management	1.Salary structure design 2.Welfare policy planning	1.Rationality of school's basic salary, performance bonus and other benefits for leisure sports teachers. 2.Fairness and competitiveness of the school's salary system 3.The matching degree between the examination and salary of leisure sports specialty in schools. 4.The attraction of the school's salary and welfare policy to outstanding talents 5.The scope and quality of medical care, retirement, vacation and other benefits currently provided by the school for faculty and staff. 6.Consistency between salary policy and development trend of leisure sports specialty



Appendix E Letter of request for assistance



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Center for International Affairs

MHERSI No. 0605.5(2)/298

Date: January 23, 2024

To:

Assoc. Prof. Suwat Julsuwan
Faculty of Education,
Maharakham University, Thailand

Subject:

Thesis Reviewer Invitation

Our student, Mr. Wang Bin, student ID 64010561016 majoring in the Ed.D. Educational Administration and Development program is currently undertaking a research project titled "The Guideline to Developing Human Resource Management of Leisure Sports Majors in Chinese colleges and universities" under the guidance of Assoc. Prof. Pacharawit Chansirisira.

To ensure the successful execution and the highest quality of this research project, we are seeking your valuable expertise and experience. Therefore, I am delighted to extend a formal invitation to you to serve as a reviewer for the research instrument designed for this thesis project.

Your participation in this academic endeavor is highly valued and appreciated. Should you require any further information or have questions regarding this invitation, please do not hesitate to contact us by email.

Yours sincerely,

Assoc. Prof. Chowwalit Chookhampaeng
Dean, Faculty of Education,
Maharakham University

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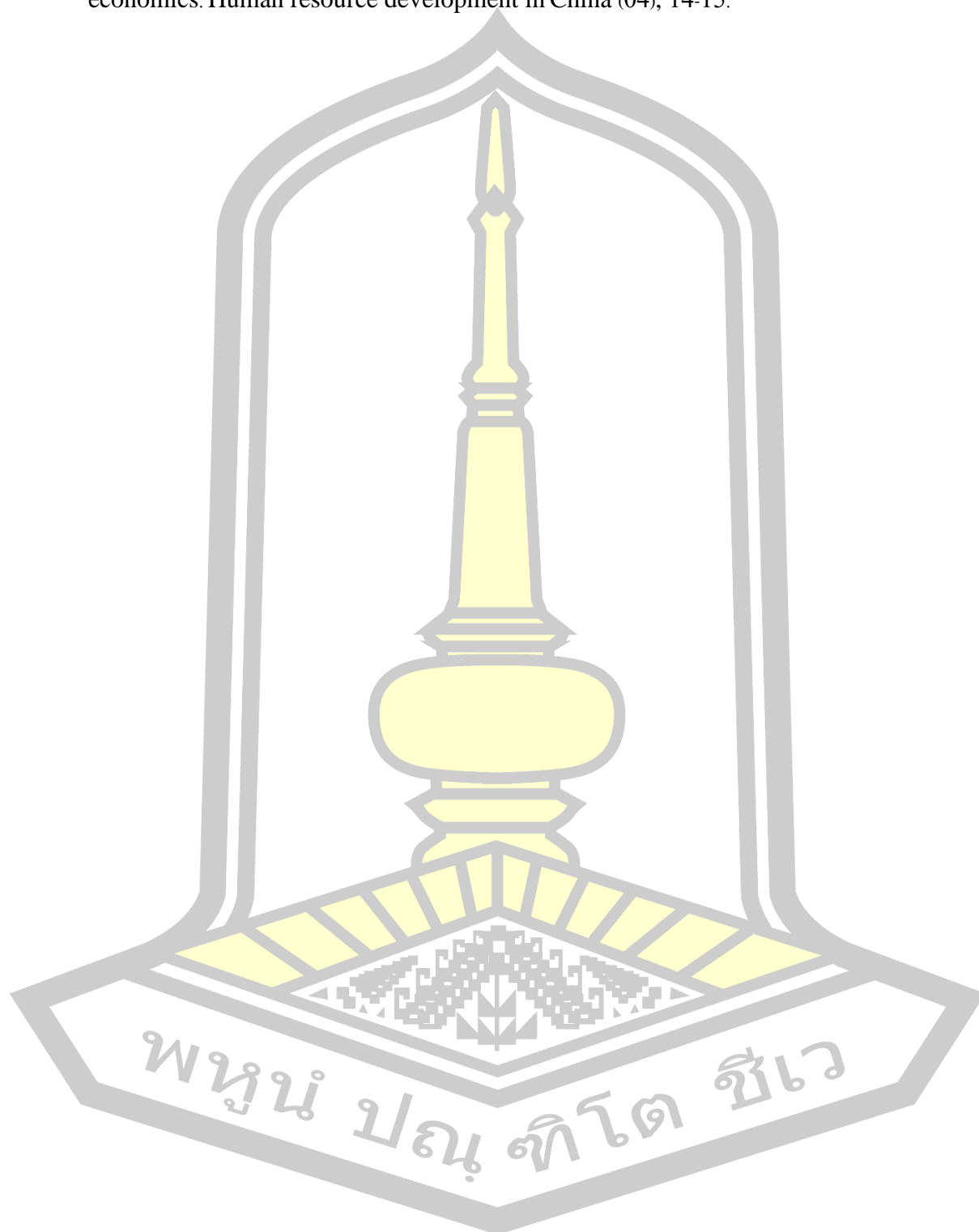
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