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SUMY NATIONAL AGRARIAN UNIVERSITY
ECONOMICS AND MANAGEMENT FACULTY

Public Management and Administration Department

QUALIFICATION WORK

Education Degree - Master

on: **Enhancing Employee Work Efficiency in University**

Completed: student of
073 «Management» (EP «Administrative Management»)

Qu Yingjie

Supervisor ***Viktoriia Musiienko***
PhD, Associate Professor

Reviewer ***Svitlana Vyhanaiilo***
PhD, Associate Professor

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Faculty Economics and Management
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Approved:
Head of Department _____ PhD, Associate Professor
«_____» _____ Alina BRYCHKO
2025 y.

TASK on qualification work for student **Qu Yingjie**

1. Theme of Qualification work: **Enhancing Employee Work Efficiency in University**

Supervisor Viktoriia Musiienko, PhD, Associate Professor

approved by the university from _____ 18.11.24 № 3816/oc

2. Deadline for student completed project (work) March, 10 2025

3. Background to the project (work):

Regulatory and legislative acts of China, educational and methodological manuals, monographs, textbooks on research topics, scientific publications, statistical information for 2021-2023

4. Contents of settlement and explanatory notes (the list of issues to develop):

- to study theoretical and scientific methodical foundations of enhancing employee work efficiency;
- to make general organizational and economic characteristics of the Yantai Nanshan University;
- to analyze the dynamics, composition and structure of the employees in the university;
- to analyze the management efficiency assessment of the employees in the university;
- to explore engagement like an instrument of improving employee work efficiency in the university;
- to enhance employee training and development for improving employee work efficiency in the university;
- to develop strategies to improve staff efficiency in the university.

5. Date of assignment: **December, 15 2023**

CALENDAR PLAN

№	Title the stages of the degree project (work)	Date of performance project stages	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	<i>December, 2023</i>	done
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	<i>January-February, 2024</i>	done
3	Preparation and presentation of draft of the first chapter of the thesis	<i>March-April, 2024</i>	done
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	<i>May-June, 2024</i>	done
5	Making the theoretical part of the thesis, summarizing the analytical part	<i>July-August, 2024</i>	done
6	Design options improve the research problem	<i>September-November, 2024</i>	done
7	Completion of the project part of the thesis, design chapters	<i>December, 2024</i>	done
8	Previous work and its defense review	<i>January, 2025</i>	done
9	Checking the authenticity of the thesis	<i>February-March, 2025</i>	done
10	Deadline for student completed the thesis	<i>March, 10 2025</i>	done
11	Defense of the thesis	<i>March, 24 2025</i>	done

Student	_____	Qu Yingjie
	(signature)	
Supervisor of science work	_____	Viktoriia Musiienko
	(signature)	
Authentication performed	_____	Nadiya Baranik
	(signature)	
Checking the authenticity conducted. Thesis allowed to defense	_____	Svitlana Lukash
	(signature)	

SUMMARY

Qu Yingjie. Enhancing Employee Work Efficiency in University.

Master thesis in specialty 073 «Management» OP «Administrative Management», Sumy National Agrarian University, Sumy, 2025. - Manuscript.

The qualification work presents methodological and practical recommendations for enhancing employee work efficiency, conducts a theoretical and methodical investigation of enhancing employee work efficiency, analyzes employee work efficiency in the university, identifies, and substantiates ways to improve the employee work efficiency.

The study draws on established motivational theories to understand how factors like job satisfaction, intrinsic motivation, and organizational support influence employee efficiency. These theories highlight the importance of aligning employees' tasks with their skills and providing both extrinsic and intrinsic rewards to boost motivation. By addressing basic needs like job security and recognition, as well as higher-level needs such as personal growth and achievement, these frameworks help create a work environment that fosters higher productivity and employee engagement. This comprehensive approach ensures that universities can tailor their strategies to meet the diverse needs of their staff, ultimately leading to improved institutional performance.

An in-depth analysis of Yantai Nanshan University reveals steady growth in both infrastructure and human resources, highlighting the institution's ongoing development. From 2021 to 2023, the university's funding increased from 8800 thousand Yuan to 10450 thousand Yuan, supporting various initiatives to improve educational and research activities, such as upgrading facilities and expanding academic programs. During the same period, the number of full-time faculty members grew by 8,3%, rising from 1200 to 1300, with a notable increase of 16,1% in senior academic staff, indicating a strategic focus on attracting and retaining highly qualified professionals.

Practical strategies to enhance work efficiency focus on improving employee engagement, enthusiasm, and targeted training programs tailored to departmental needs. Departments such as IT and Computer Applications showed the highest engagement scores (8,5 out of 10), reflecting a strong connection to their roles and institutional goals, while administrative staff lagged behind with a score of 6,5, indicating areas where improvement is needed. The implementation of performance-based incentives, such as performance bonuses budgeted at 1000 thousand Yuan annually, is projected to increase employee motivation by 10%, encouraging higher levels of productivity across all departments. Additionally, comprehensive training programs on time management, goal setting, and task prioritization are expected to improve work efficiency by 20%, helping staff better manage workloads and optimize their performance. By fostering a supportive and motivating work environment that aligns employee goals with institutional objectives, Yantai Nanshan University can significantly enhance employee performance, increase job satisfaction, improve retention rates, and drive long-term institutional success.

Key words: employee engagement, job satisfaction, staff, work efficiency, work productivity.

АНОТАЦІЯ

Цюй Інцзе. Підвищення ефективності роботи співробітників в університеті.

Кваліфікаційна робота зі спеціальності 073 «Менеджмент» ОП «Адміністративний менеджмент», СНАУ, Суми-2025 р. – Рукопис.

У кваліфікаційній роботі розглянуто методичні і практичні рекомендації щодо підвищення ефективності роботи співробітників, проведено теоретико-методичне дослідження підвищення ефективності роботи співробітників, проведено аналіз ефективності роботи співробітників університету, визначено та обґрунтовано шляхи підвищення ефективності роботи співробітників.

Дослідження спирається на усталені теорії мотивації, щоб зрозуміти, як такі фактори, як задоволеність роботою, внутрішня мотивація та організаційна підтримка, впливають на ефективність співробітників. Задовольняючи основні потреби, такі як безпека роботи та визнання, а також потреби вищого рівня, такі як особисте зростання та досягнення, ці рамки допомагають створити робоче середовище, яке сприяє вищій продуктивності та залученості співробітників.

Поглиблений аналіз Університету Яньтай Наньшань показує постійне зростання як інфраструктури, так і людських ресурсів, підкреслюючи постійний розвиток установи. З 2021 по 2023 рік фінансування університету зросло з 8800 тис. юанів до 10450 тис. юанів, підтримуючи різні ініціативи з покращення освітньої та дослідницької діяльності, такі як модернізація приміщень і розширення академічних програм. За той же період кількість штатних викладачів зросла на 8,3%, збільшившись з 1200 до 1300 з помітним збільшенням на 16,1% старшого академічного персоналу, що вказує на стратегічну спрямованість на залучення та утримання висококваліфікованих фахівців.

Практичні стратегії підвищення ефективності роботи зосереджені на покращенні залученості співробітників, ентузіазму та цільових навчальних програмах, адаптованих до потреб відділу. Такі відділи, як ІТ та комп'ютерні програми, показали найвищі показники залученості (8,5 з 10), що свідчить про сильний зв'язок із їхніми ролями та інституційними цілями, тоді як адміністративний персонал відстає з оцінкою 6,5, що вказує на сфери, де потрібні вдосконалення. Впровадження стимулів, заснованих на результативності, таких як бонуси у розмірі 1000 тис. юанів на рік, підвищить мотивацію співробітників на 10%, заохочуючи вищий рівень продуктивності в усіх відділах. Крім того, очікується, що комплексні навчальні програми з управління часом, постановки цілей і пріоритетності завдань підвищать ефективність роботи на 20%, допомагаючи співробітникам краще керувати робочим навантаженням і оптимізувати свою продуктивність. Створюючи сприятливе та мотивуюче робоче середовище, університет може значно підвищити продуктивність співробітників, задоволеність роботою, покращити рівень утримання та досягти довгострокового інституційного успіху.

Ключові слова: залученість співробітників, задоволеність роботою, персонал, ефективність роботи, продуктивність праці.

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INTRODUCTION

Topic relevance. The relevance of enhancing employee work efficiency in universities is pivotal, given the sector's challenges, including technological advancements, financial constraints, and global competition. Efficient operations directly influence the quality of education, the integration of new technologies, and the optimization of resources, thereby contributing to an institution's ability to attract and retain top talent. Moreover, improving efficiency supports universities in meeting regulatory compliance, accountability demands, and sustainability goals. It also fosters a culture of innovation, enhancing research output and the institution's overall competitiveness. This underscores the critical need for strategic planning and continuous improvement in university operations to address the evolving demands of education, research, and community service.

Questions related to enhancing employee work efficiency in university were investigated by such scientists as Anakpo G., Chen X., Iddrisu I., Somuah C.O., Wang X., Wei W., Yating L., Zhuang X. M. and other, but despite the large number of publications on the topic, this issue needs more extensive research.

The purpose of the master's work is to study methods and models of enhancing employee work efficiency in university.

According to a particular purpose, the important objectives of this work are:

- To study theoretical and scientific methodical foundations of enhancing employee work efficiency;
- To analyze enhancing employee work efficiency in university;
- To consider and identify ways to improve the employee work efficiency in the university.

The object of the study is the process of enhancing employee work efficiency in Yantai Nanshan University.

The subject of the study are conditions of enhancing employee work efficiency in the university.

Research methods. The following research methods were used in the work: observation, comparison, analysis and generalization of empirical data (to pose a problem and determine the extent of its research); methods of economic analysis (for analysis of elements of the institution's image and its comprehensive assessment); graphic method (to illustrate the dynamics of the investigated indicators, as well as the conclusions of the conducted research).

Elements of scientific novelty. The scientific novelty of the conducted research consists in determining and justifying the directions of formation of the system of employee training and development for improving employee work efficiency in the university.

The practical significance of the obtained results: directions for improving employee work efficiency are proposed for implementation in the activities of Yantai Nanshan University.

Approbation of the results. The scientific provisions of the main research results, conclusions and recommendations were reported and received a positive evaluation at the II International Scientific and Practical Conference «Marketing and Competitiveness of Socio-Economic Systems in the Conditions of Sustainable Development» (Sumy, April 17-18, 2024) and in 30th International Scientific and Practical Conference «Innovative technologies in Industry 5.0» (Sumy, October 21-23, 2024).

Publications. The main provisions of the qualification work were published in 2 theses of scientific conferences.

Structure and scope of work. The qualification work consists of an introduction, three sections, conclusions and proposals, a list of used sources from 27 titles, appendices. The main text is laid out on 75 pages of computer text, the work contains 25 tables, 11 figures, 2 appendices.

CHAPTER 1

THEORETICAL AND SCIENTIFIC METHODOLOGICAL FOUNDATIONS OF ENHANCING EMPLOYEE WORK EFFICIENCY

In the face of increasingly complex education environment and growing tasks, to explore and use scientific and effective management theories and methods to optimize human resources allocation and improve staff work efficiency is not only of great practical significance, but also in line with the long-term strategy of our country's higher education reform and development.

The enhancement of employee work efficiency stands as a pivotal concern in both theoretical and practical realms of organizational management. It encompasses the methodical exploration of strategies, frameworks, and tools aimed at optimizing performance and productivity within the workplace. This interdisciplinary pursuit draws upon various scientific methodologies and theories from psychology, business management, and human resources, offering a comprehensive foundation for understanding and improving the dynamics of work efficiency. By integrating empirical research and theoretical insights, this field seeks to identify effective practices that foster an environment conducive to superior performance and employee satisfaction [5 p. 35, 16 p. 50, 26].

Job Characteristics Theory is a motivational theory developed by American psychologists Richard Hackman and Gregory Oldham, Which focuses on how to improve employee job satisfaction, intrinsic motivation, and productivity by designing and changing work content. The Job Characteristics Theory holds significant importance in the realm of organizational behavior and management for several reasons. Firstly, it provides a framework for designing or restructuring jobs in a way that enhances employee satisfaction and productivity by identifying key job characteristics that influence motivational levels. By focusing on aspects such as skill variety, task identity, task significance, autonomy, and feedback, the theory helps in creating jobs that are inherently motivating [3 p. 0138, 7, 10 p. 1819].

At the heart of the theory is the idea that any Job can be described in terms of five core dimensions, known as the Job Characteristics Model (JCM) (table 1.1).

Table 1.1 - Elements of Job Characteristics Model

Element	Characteristic	Tasks for Manager
1	2	3
Skill Variety	The degree to which a job requires an employee to use many different skills and talents. If a job requires employees to perform a variety of tasks and involves a variety of skills, then the skill variety of the job is high. Positions with high skill diversity tend to be more challenging and stimulating for employees to learn. If these job characteristics are enhanced, then employees will experience higher intrinsic work motivation, resulting in the three psychological states of experiencing meaningful work, responsibility, and perceived work results. These three psychological states will further stimulate employees' job satisfaction, intrinsic motivation and performance, and reduce their turnover intention.	Managers can improve employees' work engagement and overall effectiveness by improving job design, increasing the challenge, integrity, autonomy and feedback of work tasks, and providing more opportunities for skill learning and development.
Task Identity	It refers to the completeness of a work task from the beginning to the end, that is, whether employees can see the whole process and final results of their work. If a work task has high task integrity, employees can understand more clearly the unique role their work plays in the whole organization or project, so as to obtain greater job satisfaction, responsibility and achievement.	In order to improve employees' job satisfaction and performance, managers can try their best to design work tasks with high integrity.
Task Significance	Whether employees can clearly see how their work results have a positive impact on others (e.g. colleagues, society, etc.), which will enhance their sense of intrinsic value and satisfaction with their work; Whether employees' work plays a key role in the realization of the organization's overall goals and strategy implementation, which will affect their work engagement and sense of accomplishment, and enhance work motivation.	When designing work and managing teams, managers should highlight and strengthen the importance of tasks as much as possible, so that employees can understand and feel the value and significance of their work.
Autonomy	It refers to the degree of control an individual has over how to complete a task at work, including the freedom to choose working methods, grasp the pace of work, and make decisions. A position with a high degree of autonomy allows employees to determine their own working style, set personal goals, solve problems and assume responsibilities, which can enhance employees' sense of work engagement, job satisfaction and innovation ability.	Managers can give employees appropriate autonomy through reasonable design of work content and processes, so as to achieve the goal of improving employees' enthusiasm, innovation and overall organizational effectiveness.

Continuation of Table 1.1

1	2	3
Feedback from the Job	Employees can clearly understand whether their work performance has reached the expected goal, and how far from the ideal state there is a gap, so as to clarify their own direction of efforts, continuous and effective feedback helps employees find their own strengths and weaknesses, provide basis for self-improvement and development, enhance their learning motivation and achievement.	Positive work feedback can enhance employee self-esteem and team belonging, while constructive feedback can help employees better integrate into the team, improve interpersonal relationships, and focus on building an environment that can provide adequate, timely and targeted work feedback to stimulate employee enthusiasm and creativity, and improve the overall effectiveness of the organization.

Source: Systemized by author from [4 p. 200, 9, 27 p. e002795]

The interaction of the above five dimensions together determines the intrinsic motivational potential of the work itself. When these dimensions are optimized to provide more meaning, challenge and feedback, employees are likely to experience a deeper level of psychological satisfaction, which in turn increases job performance and commitment. The division of work is a very important economic phenomenon and a very important economic concept. There is no doubt that the more detailed the division of work, the higher the degree of specialization, and thus the higher the efficiency.

The study of employee work efficiency is enriched by a variety of theories from different disciplines. These theories collectively illuminate the complex interplay between individual capabilities, motivational dynamics, organizational structures, and the socio-economic environment in which work is performed. They serve not only to identify the drivers of efficiency but also to outline actionable strategies for optimizing employee performance and organizational outcomes [11 p. 106989, 18 p. 47].

We will consider Theories Related to Employee Work Efficiency in more detail in table 1.2.

Table 1.2 - Theories Related to Employee Work Efficiency

Theory	A brief explanation
1	2
Maslow's Hierarchy of Needs Theory	This psychological theory proposes that humans are motivated by a hierarchy of needs, starting from basic physiological needs to higher-level needs such as self-actualization. The theory suggests that if you want to motivate someone, you should try to find out where she is on the hierarchy of needs and then try to satisfy those needs and beyond. It is possible to motivate people in response to their needs, but there should be no single way to motivate them. When the incentive effect provided by material incentive declines, the content of spiritual incentive should be increased, and corresponding incentive programs should be designed according to people's different growth background, different social environment and different career stages.
Incentive Health Care Theory (Herzberg's Two-Factor Theory)	The core meaning of this theory is that the various rewards provided by the organization to the employees are not all incentivized, but are divided into two types, one is not incentivized, which is called health factor (hygiene factor), and the other is incentivized, which is called motivator. Hygiene factors (such as salary and work conditions) do not necessarily boost efficiency but their absence can lead to dissatisfaction. Motivators (such as recognition and achievements), on the other hand, directly enhance job satisfaction and efficiency. Generally speaking, health factors usually provide people's requirements for labor-related external conditions, and incentive factors usually meet people's requirements for labor-related internal feelings. The health factor is the stimulus from the outside in, while the incentive factor is the incentive from the inside out.
Expectation Theory (Vroom's Expectancy Theory)	This theory posits that employee performance is influenced by the expectation that their effort will lead to desired outcomes. It emphasizes the importance of clear links between effort, performance, and rewards. According to the theory, when an individual chooses a goal and makes a decision to exert effort, it is based on subjective judgments about three factors: the degree to which the individual believes that a particular level of performance can be achieved through his efforts; the degree of belief that if an individual achieves the desired performance, they will therefore receive some kind of reward or achieve the desired result; personal values and preferences regarding potential rewards or target outcomes. According to expectation theory, when a person's evaluation of these three factors is high, his motivation level will be high and he will be more willing to make greater efforts to achieve the goal. On the contrary, the reduction of expectation in any link will affect the overall work motivation.
Comparison Theory	According to this theory, individuals not only pay attention to the absolute amount of their own compensation, but also pay more attention to the results of their own input and income compared with the input and income of others. Inputs include efforts, previous work experience, educational background, ability, etc., while income includes salary, awards, recognition, promotion, training, working

	conditions, etc. It is human nature to compare, and comparisons are ubiquitous in our lives.
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Continuation of Table 1.2

1	2
Compensation Incentive Theory	Theory is grounded in the principle that financial rewards can significantly motivate employees to improve their performance and productivity. This theory operates on the premise that monetary incentives, such as salaries, bonuses, commissions, and profit sharing, directly influence an employee's motivation to work harder and achieve organizational goals.

Source: Systemized by author from [2 p. 4529, 12 p. 376, 20 p. 60]

In total, according to Maslow's hierarchy of needs, the fixed and non-economic rewards in direct economic income belong to security needs, the working environment belongs to social needs, and the work content and floating salary can belong to respect and self-actualization needs. In the incentive health care theory, the health care part mainly refers to the fixed pay, non-economic pay and working environment in the direct economic income, while the incentive part mainly refers to the work content in the floating pay and non-economic pay. Expectation theory is mainly applied to floating salary and bonus design. Comparison theory is mainly applied to fixed salary and job content.

From the above, we can see the relationship between the concept of total salary and the five incentive theories. In order to design a salary system suitable for our university, we need to keep these theories in mind and be able to learn and apply them in practice. It is important to note that material incentives can be informed by the experiences and practices of others, and certain elements may be adopted; however, non-material incentives cannot simply be replicated. Designing this aspect of incentives is particularly challenging. Once a unique system of non-material incentives is established within a university, it shapes the institution's internal employment culture and becomes a key factor in its competitive advantage in human resource management. [19, 26].

In today's society, the efficient operation of higher education institutions is closely related to the work efficiency of employees. The work efficiency of university employees, including teachers, administrators and researchers, directly affects the teaching quality,

academic research level and overall management level of the university. The factors affecting the work efficiency of university employees are numerous and complex, involving both internal factors at the individual level (such as professional identity and job satisfaction, personal ability and quality, mental health status, etc.) and external factors at the organizational level (such as management system, working environment, incentive mechanism, team atmosphere, resource support, etc.). Therefore, in-depth discussion and systematic analysis of these influencing factors have important theoretical and practical significance for improving the work efficiency of university employees and promoting the healthy development of higher education.

The internal factors at the individual level are multi-dimensional and interrelated. These factors work together on employees and affect their work efficiency. Each employee has his or her own set of different work goals. The internal factors at the individual level are shown at figure 1.1 [6 p. 150, 16 p. 53].

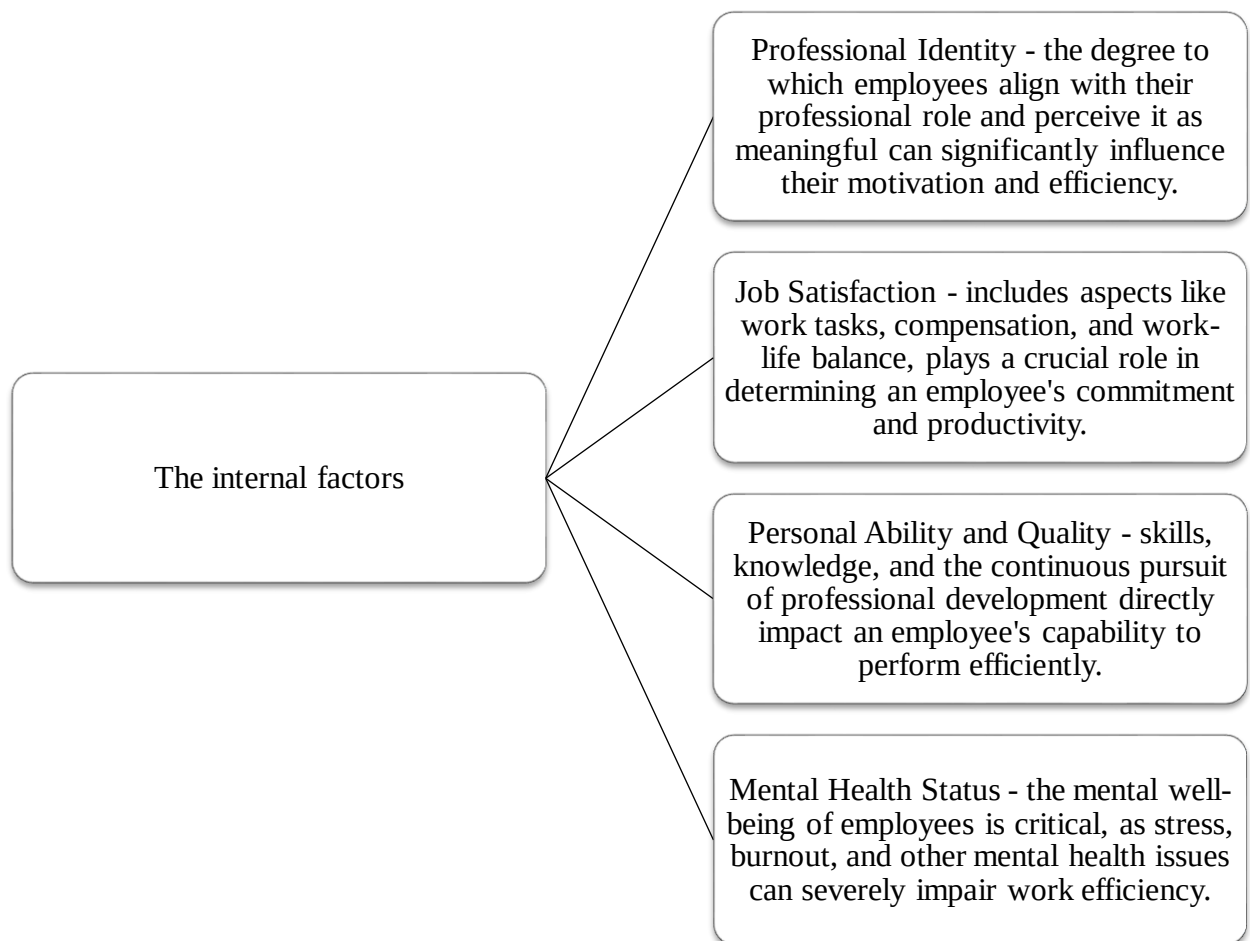


Figure 1.1 - The internal factors at the individual level

Source: Systemized by author from [5 p. 39, 21 p. 101902]

If the employee can complete the set goals, it is obvious that his or her work enthusiasm will be improved and work efficiency can be effectively improved. If they fail to complete their work goals, their self-confidence will be affected and their work enthusiasm will be reduced. From this perspective, the factor that motivates employees to work hard to achieve their goals is «sense of achievement», which can be obtained by completing tasks, realizing self-worth and improving work efficiency [12 p. 377, 17 p. 012054].

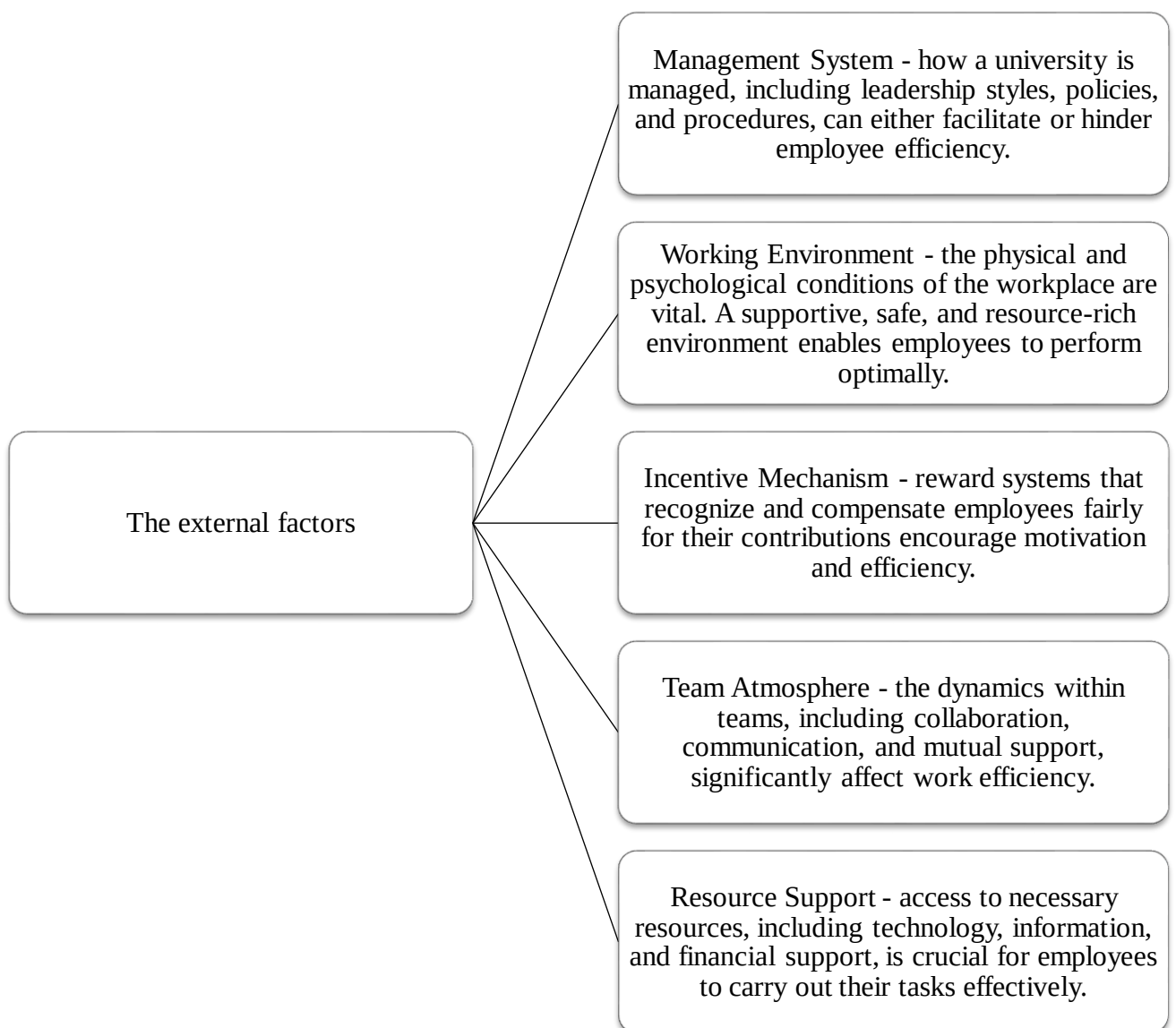


Figure 1.2 - The external factors at the organizational level

Source: Systemized by author from [4 p. 204, 21 p. 101902]

External factors at the organizational level are outside the individual employee's control but significantly impact their ability to perform effectively. Addressing these factors requires a holistic and strategic approach, encompassing both policy formulation at the organizational level and interventions targeted at supporting individual employees. The external factors at the organizational level are shown at figure 1.2.

A good working environment can significantly improve employees' work enthusiasm and efficiency. Universities should strive to create comfortable, safe and convenient office conditions, provide sufficient research resources and facilities, and actively build a non-discrimination, respect for individuality, encourage innovation cultural atmosphere, so that employees can work efficiently in a pleasant environment [7, 9, 16 p.50].

Universities should fully deploy and optimize the allocation of all kinds of educational resources, such as scientific research funds, experimental equipment, books and materials, etc., to ensure that employees can get necessary material and technical support when carrying out teaching and scientific research activities, so as to improve work efficiency. Only from the above perspectives, create external conditions conducive to improving work efficiency in an all-round way. Only in this way can the employees of universities give full play to their potential, realize their personal value, and make greater contributions to the overall development of universities.

Enhancing employee work efficiency is a strategic imperative for organizations aiming to thrive in today's competitive business landscape. Achieving higher levels of efficiency among employees involves a comprehensive approach that considers various factors influencing productivity and satisfaction [19, 26].

The key strategies and practices that can significantly contribute to enhancing employee work efficiency are:

1. Assess and Optimize Work Processes.
2. Invest in Training and Development.
3. Leverage Technology.
4. Foster a Culture of Open Communication.
5. Set Clear Goals and Expectations.

6. Promote Work-Life Balance.
7. Provide Regular Feedback and Recognition.
8. Create a Supportive Work Environment.
9. Empower Employees with Autonomy.
10. Evaluate and Adapt [1 p. 65, 4 p. 204].

Enhancing employee work efficiency involves a series of strategic steps designed to optimize productivity and job satisfaction:

1. Assessment of Current Efficiency Levels - use performance metrics, employee feedback, and direct observations to identify areas of strength and opportunities for improvement.
2. Goal Setting - establish clear, achievable goals for individual employees and teams.
3. Skill Development and Training - identify skill gaps and provide targeted training programs.
4. Optimization of Work Processes - analyze existing work processes to identify inefficiencies. Implement process improvements to streamline workflows, reduce redundancies, and eliminate unnecessary tasks.
5. Implementation of Technology and Tools - evaluate and introduce technology solutions that automate repetitive tasks, facilitate communication, and support collaboration.
6. Enhancement of Job Design - reassess job roles and responsibilities to ensure they are engaging and motivating.
7. Supportive Work Environment Creation - cultivate a positive organizational culture that values open communication, teamwork, and employee well-being.
8. Promotion of Work-Life Balance - introduce flexible working arrangements, such as telecommuting, flexible hours, and part-time options, to help employees balance work and personal life.
9. Feedback and Recognition System Implementation - develop a system for providing regular, constructive feedback and recognizing and rewarding employee achievements.

10. Continuous Monitoring and Adjustment - establish metrics to regularly assess the effectiveness of efforts to enhance work efficiency.

11. Focus on Employee Well-being - implement programs and initiatives aimed at supporting the physical and mental health of employees, recognizing that a healthy employee is more likely to be productive and engaged [3 p. 01038, 21 p. 101902].

By following these steps, organizations can create a more efficient, motivated, and satisfied workforce, leading to improved performance and better organizational outcomes.

The comprehensive exploration of enhancing employee work efficiency within the context of higher education underscores the critical interplay between theoretical frameworks, organizational practices, and individual employee factors. By integrating insights from various motivational theories - such as Job Characteristics Theory, Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and others - the material highlights the importance of a nuanced approach to management that addresses both the tangible and intangible aspects of work life. Furthermore, the material underscores the significance of understanding the multifaceted nature of employee efficiency, which is influenced by a complex web of factors at both the individual and organizational levels. Internal factors such as professional identity, job satisfaction, and personal abilities, along with external factors like management systems, working environments, and incentive mechanisms, collectively impact the work efficiency of university employees [11 p. 106989, 18 p. 40].

In conclusion, the enhancement of employee work efficiency is not a one-size-fits-all endeavor but a strategic priority that requires a comprehensive, adaptable approach. Through the thoughtful application of diverse motivational theories and management strategies, universities can create conducive environments that not only propel employees towards higher levels of efficiency but also contribute to the institution's overall development and competitiveness in the higher education sector. This holistic approach, which balances the needs of the organization with those of its employees, is essential for fostering a culture of continuous improvement, innovation, and excellence in the dynamic landscape of higher education.

CHAPTER 2

ANALYSIS OF ENHANCING EMPLOYEE WORK EFFICIENCY IN YANTAI NANSHAN UNIVERSITY

2.1 General Organizational and Economic Characteristics of the University

Yantai Nanshan University, established by Nanshan Holdings - a top enterprise in China's list of 500 major companies - received its establishment approval from the Ministry of Education in 1988. By 2005, it was sanctioned as a full-time, general undergraduate institution. The university successfully met the undergraduate teaching standards set by the Ministry of Education in 2015 and, in 2017, was recognized by the Shandong Provincial People's Government as a qualified entity for master's degree project training and development. Starting in 2019, the university began collaborative efforts to train master's degree students with institutions like Qingdao University of Science and Technology, Qingdao University, and Shandong University of Technology. Yantai Nanshan University focuses on a high-level, application-oriented undergraduate curriculum with engineering at its core, and incorporates economics, management, humanities, and arts. It offers a broad academic spectrum covering seven disciplines: engineering, science, management, economics, arts, literature, and medicine, promoting a well-coordinated educational approach [23].

Yantai Nanshan University, a regional institution, has consistently dedicated itself to contributing to the economic and social growth of the local area. Through persistent efforts and sustained development over the years, the university has achieved significant success in education, teaching, research, and community service. These achievements have played a crucial role in elevating the standard of higher education locally and advancing the regional economic and social progress. Looking ahead, the university intends to leverage its strengths, foster innovation, and continue to stimulate the local economy and community with renewed energy and momentum.

In the organizational structure and departmental functions of the University, such offices play an indispensable role, which together constitute a solid foundation for the efficient operation and sustainable development of the University (fig. 2.1).

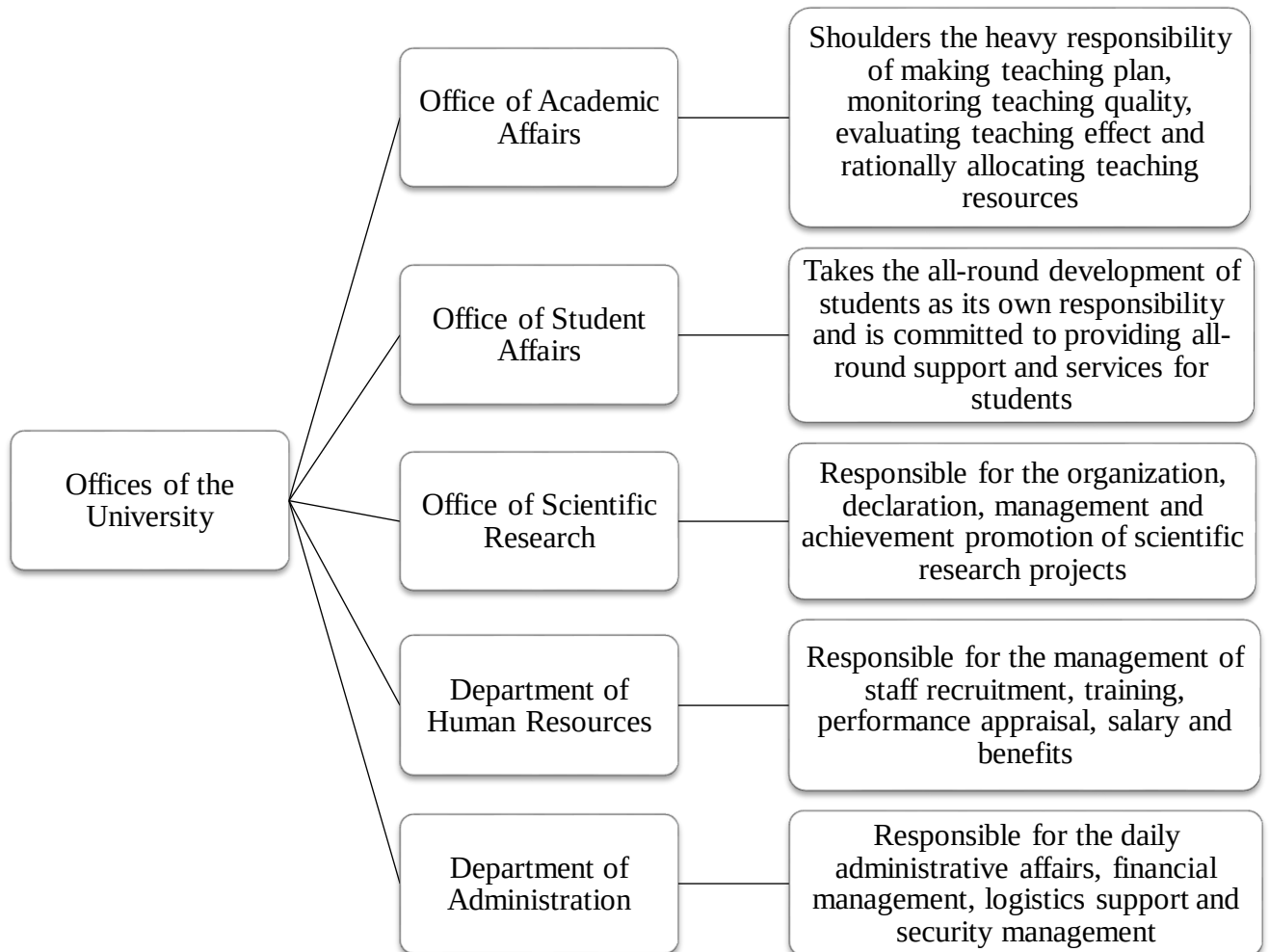


Figure 2.1 - The organizational structure of the University

Source: Author's own research from [23]

Yantai Nanshan University offers a diverse array of faculties and departments to accommodate the broad academic spectrum it covers, including engineering, management, economics, arts, literature, science, and medicine (fig.2.2).

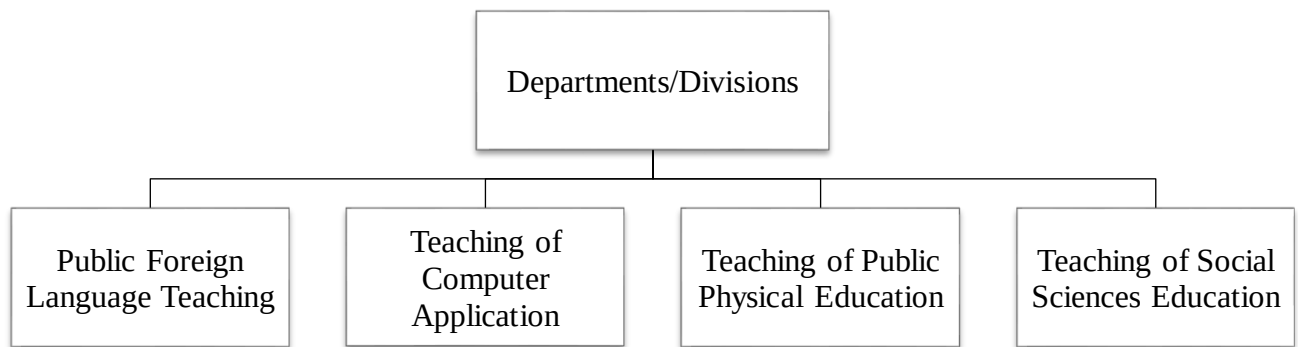


Figure 2.2 - Departments of Yantai Nanshan University

Source: Author's own research from [23]

The allocation and structuring of activity funds are crucial for the effective management and implementation of various projects and programs within an organization. These funds are essential to support daily operations, facilitate new initiatives, and ensure that resources are available for essential activities and development opportunities. The amount and structure of activity funds of Yantai Nanshan University mainly rely on a variety of funding sources, including but not limited to college financial grants, student activity fees, alumni and social donations, corporate sponsorship, etc. The following table 2.1 is an overview of the funding of the University.

According to data at table 2.1 in 2021, the total funding amounted to 8800000 thousand Yuan, which increased to 9700000 thousand Yuan in 2022 and reached 10450000 thousand Yuan in 2023. The overall growth was 1650000 thousand Yuan over the specified period.

College financial grants remained the primary funding source, showing an increase from 5000000 thousand Yuan in 2021 to 6000000 thousand Yuan in 2023, which is an increase of 1000000 thousand Yuan.

Table 2.1 - The amount and structure of activity funds of Yantai Nanshan University

Sources	2021		2022		2023		Deviation 2023- 2021, +/-
	Sum, thous. Yuan	Specific weight, %	Sum, thous. Yuan	Specific weight, %	Sum, thous. Yuan	Specific weight, %	
College financial grants	5000000	56,8	5500000	56,7	6000000	57,4	1000000
Student activity fees	2000000	22,7	2200000	22,7	2300000	22,0	300000
Alumni and social donations	1000000	11,4	1100000	11,3	1150000	11	150000
Corporate sponsorship	800000	9,1	900000	9,3	1000000	9,6	200000
Total	8800000	100,0	9700000	100,0	10450000	100,0	1650000

Source: Author's own research

The specific weight of this funding source in the total also grew from 56,8% in 2021 to 57,4% in 2023. Student activity fees consistently raised from 2000000 thousand Yuan in 2021 to 2300000 thousand Yuan in 2023, though their proportional share in the total funding slightly decreased from 22,7% to 22%. This indicates that other funding sources were increasing at a faster rate. Alumni and social donations increased from 1000000 thousand Yuan in 2021 to 1150000 thousand Yuan in 2023 with a slight decrease in their share from 11,4% to 11,0%. Corporate sponsorship also saw a significant rise from 800000 thousand Yuan in 2021 to 1000000 thousand Yuan in 2023, with its proportionate share growing from 9,1% to 9,6%.

From the perspective of deviation statistics, except for the small increase in student activity fees between 2022 and 2023, other funding sources all show a stable growth trend. This reflects Yantai Nanshan University efforts in continuously expanding funding sources and increasing the total amount of activity funds. At the same time, the University should continue to explore diversified funding methods to ensure the sustainable development and quality improvement of student activities.

Understanding the amount and structure of expenditure is crucial for effective financial management and strategic planning. It enables organizations to allocate resources efficiently, ensure financial sustainability, and achieve their strategic objectives. The amount and structure of expenditure of Yantai Nanshan University can be presented according to its financial report. The specific expenditure figures may vary due to factors such as the college's operation situation and policy adjustments from year to year. The table 2.2 is an overview of the expenditure of the University.

Table 2.2 - The amount and structure of expenditure of Yantai Nanshan University

Spending clause	2021		2022		2023		Deviation 2023-2021, +/-
	Sum, thous. Yuan	Specific weight, %	Sum, thous. Yuan	Specific weight, %	Sum, thous. Yuan	Specific weight, %	
Faculty and staff salaries	50000	33,3	52000	32,3	53000	31,4	3000
Acquisition of teaching equipment	20000	13,3	21000	13,0	22000	13,0	2000
Academic research grants	15000	10,0	16000	9,9	17000	10,1	2000
Infrastructure	30000	20,0	32000	19,9	33000	19,5	3000
Student scholarships and grants	10000	6,7	11000	6,8	12000	7,1	2000
Other daily operating expenses	25000	16,7	26000	16,1	27000	16,0	2000
Total payout	150000	100,0	161000	100,0	169000	100,0	19000

Source: Author's own research

According to the table 2.2, starting with faculty and staff salaries, the largest expenditure category, we see an increase from 50000 thousand Yuan in 2021 to 53000 thousand Yuan in 2023, reflecting a gradual annual rise and accounting for approximately a third of the total expenditure each year. However, its specific weight in the total payout has decreased from 33,3% to 31,4%, indicating that while salaries increased in absolute terms, other expenditure categories grew at a slightly faster rate.

The acquisition of teaching equipment maintained a consistent specific weight of around 13,0% over the three years, with a steady increase in total expenditure from 20000 thousand Yuan in 2021 to 22000 thousand Yuan in 2023. Academic research grants saw a proportional increase from 15000 thousand Yuan to 17000 thousand Yuan over the period, with its specific weight hovering around 10%. This stability shows a sustained commitment to funding research activities. Infrastructure spending also increased from 30000 thousand Yuan in 2021 to 33000 thousand Yuan in 2023, though its share of total expenses slightly decreased. Student scholarships and grants grew from 10000 thousand Yuan in 2021 to 12000 thousand Yuan in 2023, with an increase in its proportion of the total expenditures, which underscores a growing focus on supporting students financially. Other daily operating expenses increased by 2000 thousand Yuan over three years, suggesting incremental growth in day-to-day operational costs.

As can be seen from the table 2.2, all expenditures of Yantai Nanshan University have shown a trend of increasing year by year, in which the terms of staff salary, teaching equipment purchase, academic research funds, infrastructure construction, student scholarships and subsidies have increased. This may indicate that the University is constantly improving the teaching quality, improving the hardware facilities, strengthening academic research and improving student welfare.

Evaluating student population dynamics helps universities to tailor their programs, facilities, and services to meet the changing needs and numbers of their students effectively. Understanding these dynamics can help ensure that educational offerings remain relevant and that the institution can adapt to shifts in student demographics and interests. Using the data in table 2.3, we will conduct an analysis of student population dynamics.

In 2021, the total student population was 8088, with undergraduates comprising 3309 or 40,9% of the population, and junior college students making up 4779 or 59,1%. Over the next two years, both segments of the student body experienced significant growth. By 2023, the total number of students increased to 13143 - an overall rise of 5055 students or approximately 62,5% compared to 2021.

Table 2.3 - Student population dynamics in Yantai Nanshan University

Degree	2021		2022		2023		Deviation 2023-2021, +/-
	Amount, people	Specific weight, %	Amount, people	Specific weight, %	Amount, people	Specific weight, %	
Undergrad	3309	40,9	5821	44,7	6009	45,7	2700
Junior College	4779	59,1	7200	55,3	7134	54,3	2355
Total	8088	100,0	13021	100,0	13143	100,0	5055

Source: Author's own research

Specifically, the undergraduate population grew to 6009 by 2023, marking an increase of 2700 students or about 81,6% from 2021. This growth is reflected in the increased specific weight of undergraduates, which rose to 45,7% by 2023. Meanwhile, the junior college population also expanded to 7134, up by 2355 students or 49,3% over the same period. However, the specific weight for junior college students slightly decreased to 54,3% in 2023, indicating a relatively faster growth rate in the undergraduate sector.

Understanding the employment situation of graduates is crucial for assessing the effectiveness of educational programs and their alignment with labor market demands. This analysis provides valuable feedback for universities to enhance curriculum design, career services, and overall student preparedness for professional success post-graduation. Therefore, based on the data in Figure 2.3, we will conduct a study of the employment situation of graduates

The graduate employment rate of Yantai Nanshan University has remained at a high level, from 92,34 percent in 2021 to 96,15 percent in 2023, showing the college's good performance in graduate employment.

At the same time, the college's career guidance service may also provide strong support for students' employment. It should be noted that these data are only the employment rate and do not fully reflect the employment quality of graduates, such as salary level and job satisfaction. Therefore, other factors need to be taken into account when evaluating the employment situation of colleges.

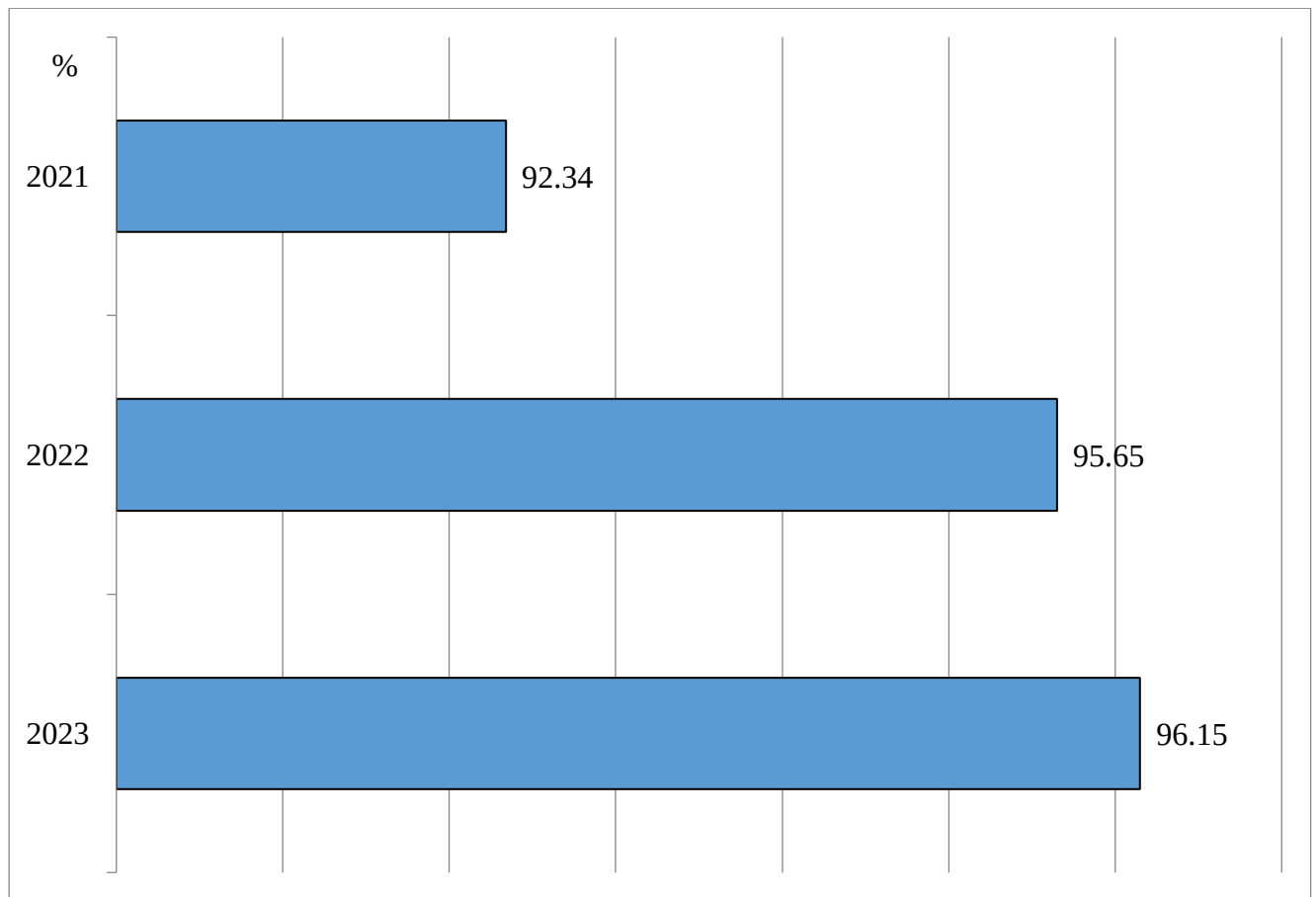


Figure 2.3 - Employment situation of graduates of Yantai Nanshan University

Source: Author's own research

This trend suggests a strategic shift or enhanced attractiveness of the undergraduate programs offered by the institution, possibly due to improved curriculum, better facilities, or increased recognition of the degrees offered. This significant increase in enrollment underscores the need for corresponding enhancements in infrastructure, faculty, and administrative support to maintain the quality of education and student services as the institution continues to grow.

These shifts highlight the university's strategic focus on expanding and improving its undergraduate offerings to attract more students and meet evolving educational demands.

2.2 Analysis of the Dynamics, Composition and Structure of the Employees in the University

Analyzing the dynamics, composition, and structure of employees at a university is essential for understanding how staffing trends align with the institution's strategic goals and operational needs. This type of analysis helps identify key patterns in staff recruitment, development, and retention, providing insights into the workforce's stability and the effectiveness of human resource policies. It also sheds light on the diversity of the workforce, including the balance of academic to non-academic staff, which is crucial for fostering a supportive and inclusive educational environment. Moreover, by examining the composition and structure of university employees, administrators can ensure that they have the right mix of skills and experience to advance their mission and meet future challenges.

Analyzing faculty dynamics is essential for understanding changes in teaching staff composition and their implications on educational quality. This analysis helps identify trends in hiring, retention, and professional development within the faculty, which are critical for maintaining instructional excellence and adapting to evolving academic demands. Based on the data in Figure 2.4, we will conduct an analysis of faculty dynamics of teachers.

From 2021 to 2023, the number of full-time teachers increased from 1200 to 1300, showing a steady growth of 100 teachers, which equates to an approximate 8,3% increase over the period.

The number of teachers with senior titles also rose from 280 in 2021 to 325 in 2023, marking an increase of 45, or about 16,1%.

Furthermore, there was a notable increase in the count of dual role teachers, who likely engage in both teaching and administrative or research duties. Their numbers grew from 16 in 2021 to 25 in 2023, a rise of 9 teachers or a 56,25% increase.

Overall, the trend across all categories shows strategic staffing increases, likely aimed at improving educational quality and expanding the university's capabilities in research and administration. These changes reflect a progressive development in the university's staffing strategy to support its growing needs and ambitions.

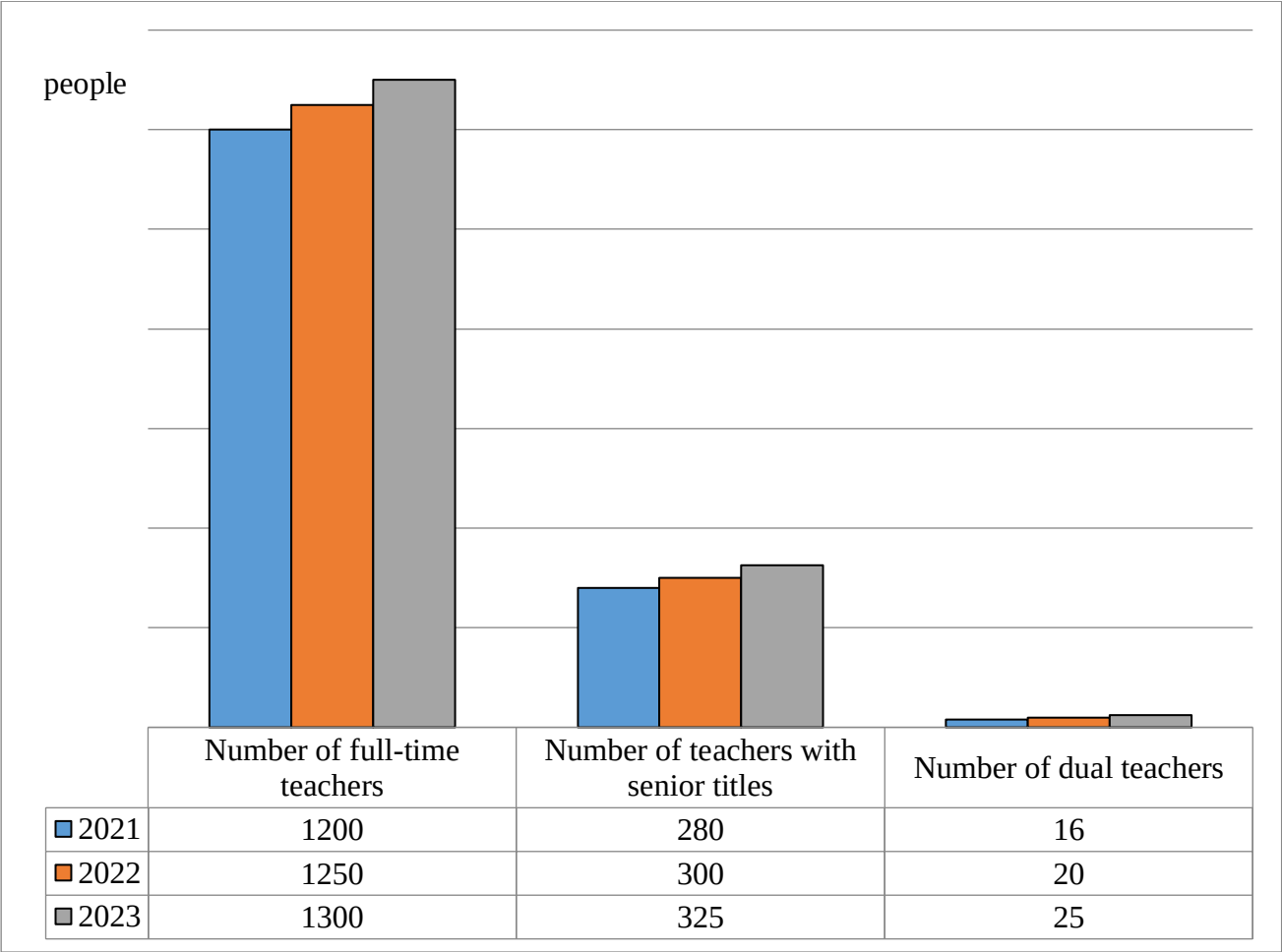


Figure 2.4 - Faculty dynamics of teachers in Yantai Nanshan University

Source: Author's own research

Analyzing the distribution of teachers by gender within educational institutions is essential for understanding and addressing diversity and equality issues in academia. Such an analysis helps ensure that there is a balanced representation that can contribute to a more inclusive and equitable educational environment. Therefore, monitoring and striving for gender balance among faculty is crucial for promoting gender equity and enhancing the quality of education. Based on the data in Table 2.4, we will conduct an analysis of distribution of teachers by gender.

Table 2.4 - Distribution of teachers by gender in Yantai Nanshan University

Gender	2021	2022	2023	
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	Amount, people	Specific weight, %	Amount, people	Specific weight, %	Amount, people	Specific weight, %	Deviation 2023-2021, +/-
Men	470	48	540	49	640	48	170
Women	510	52	570	51	690	52	180
Total	980	100	1110	100	1330	100	350

Source: Author's own research

The table 2.4 illustrates the gender distribution of employees from 2021 to 2023, showing an overall increase in the workforce and a relatively balanced gender ratio throughout the years.

In 2021, the total number of employees was 980, with men comprising 470 (48%) and women 510 (52%). By 2023, the total workforce had grown to 1330, marking an increase of 350 employees. Specifically, the number of men increased to 640, a rise of 170, while women increased to 690, a rise of 180. Despite these changes, the proportion of men in the workforce slightly fluctuated, being 49% in 2022 and returning to 48% in 2023. Women consistently represented a slightly larger fraction, ranging from 51% to 52% over the three years.

This data indicates a sustained growth in employment with a consistent commitment to maintaining gender balance. The steady increase in both male and female employees suggests that the University is expanding in a gender-inclusive manner, possibly reflecting broader institutional goals of diversity and inclusion within its workforce. This balanced growth helps foster a diverse work environment conducive to varied perspectives and ideas, enhancing the University's capabilities and cultural richness.

Analyzing the distribution of teachers by academic titles is essential for assessing the academic structure and intellectual capital of an educational institution. This evaluation helps in understanding the balance between junior and senior faculty, which can impact the institution's teaching quality and research output. It also provides insights into the career progression opportunities within the institution, which are crucial for faculty retention and satisfaction. Therefore, using the data in Table 2.5, we will analyze the teaching staff by academic degrees.

Table 2.5 - Distribution of teachers by academic titles in Yantai Nanshan University

Academic titles	2021		2022		2023		Deviation 2023-2021, +/-
	Amount, people	Specific weight, %	Amount, people	Specific weight, %	Amount, people	Specific weight, %	
Teaching Assistants	380	39	400	36	420	32	40
Lecturers	350	36	400	36	500	38	150
Associate Professor	230	23	280	25	360	27	130
Professor	20	2	30	3	50	4	30
Total	980	100	1110	100	1330	100	350

Source: Author's own research

The table 2.5 provides that in 2021, the total number of faculty was 980, which grew to 1330 by 2023, marking a substantial increase of 350 faculty members. This increase reflects a broad expansion across various academic positions. Specifically, the number of Teaching Assistants increased from 380 in 2021 to 420 in 2023, a growth of 40, though their proportion of the total faculty decreased from 39% to 32%. This decrease in specific weight suggests that while the number of Teaching Assistants grew, the institution expanded more significantly in other titles.

Lecturers saw a notable increase from 350 in 2021 to 500 in 2023, with a growth of 150. Their specific weight as a percentage of the total faculty also increased from 36% to 38%, indicating a significant enhancement in this category, which suggests a focus on strengthening teaching capacities.

Associate Professors increased from 230 to 360 over the same period, growing by 130. Their representation in the University also grew from 23% to 27%, reflecting an emphasis on promoting more senior academic staff.

The number of Professors grew from 20 to 50, an increase of 30, which increased their representation from 2% to 4%. This growth, although smaller in absolute terms compared to other categories, is significant proportionally, indicating a strategic investment in high-level academic leadership and research capabilities.

Overall, the data illustrates a strategic enhancement of the faculty, not only in numbers but also in academic stature, supporting a qualitative uplift in the University's academic and research profile.

Analyzing teacher salary dynamics is crucial for understanding how an educational institution manages its financial resources in relation to its staff. These dynamics can reveal trends in salary adjustments that reflect changes in market conditions, inflation rates, and the institution's priorities. Figure 2.5 shows the teacher's salary dynamics of the University.

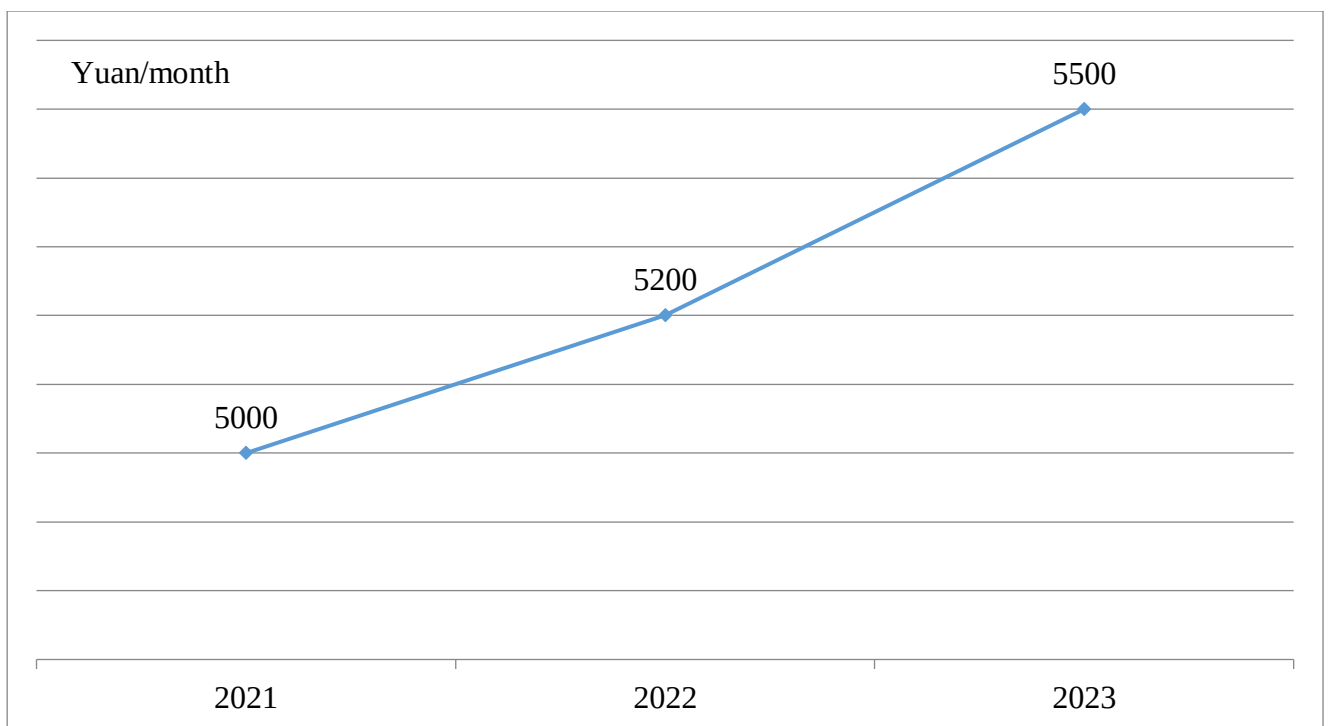


Figure 2.5 - Teacher's salary dynamics in Yantai Nanshan University

Source: Author's own research

The salary of teachers in Yantai Nanshan University has shown a steady increase in recent years. From 2021 to 2023, the average salary increased from 5000 Yuan per month to 5500 Yuan per month, a growth rate of 9 percent. The increase may stem from the University's emphasis on and investment in teachers' treatment, as well as the overall development of the education industry.

Generally speaking, the increasing trend of teachers' salary in Yantai Nanshan University shows that the University attaches great importance to and supports the

construction of teachers' team, which helps to improve the teachers' work enthusiasm and the overall competitiveness of the University.

The publications of Yantai Nanshan University serve as a vital indicator of its intellectual vitality and academic prowess. They not only enhance the university's reputation but also contribute significantly to the global knowledge economy. Through a diverse range of publications including academic works, teaching materials, academic journals, popular science books, and other types, the university disseminates knowledge across various disciplines, fostering a rich academic environment. This broad spectrum of publications reflects the university's commitment to academic excellence and its role in advancing scholarly and practical knowledge (table 2.6).

Table 2.6 - The number of publications in Yantai Nanshan University

Type of publication	2021		2022		2023		Deviation 2023- 2021, +/-
	Amount, pcs.	Specific weight, %	Amount, pcs.	Specific weight, %	Amount, pcs.	Specific weight, %	
Academic work	50	21,7	55	21,7	60	21,4	10
Textbook	120	52,2	130	51,2	140	50,0	20
Academic journals	30	13,0	32	12,6	35	12,5	5
Popular science reading	20	8,7	25	9,8	30	10,7	10
Other	10	4,3	12	4,7	15	5,4	5
Total	230	100,0	254	100,0	280	100,0	50

Source: Author's own research

The table 2.6 provides that in 2021, the university produced a total of 230 publications. This number increased steadily over the next two years, reaching 254 in 2022 and 280 in 2023, showing an overall growth of 50 publications.

Textbooks were the most published category, consistently making up over half of the total output. The numbers rose from 120 pieces in 2021 to 140 in 2023, although their specific weight slightly decreased from 52,2% to 50,0%. Academic works also showed a steady increase from 50 in 2021 to 60 in 2023, maintaining roughly the same proportion of the total publications.

Publications in academic journals and popular science readings also saw increases. Academic journals went from 30 to 35, and popular science readings from 20 to 30, showing the university's commitment to contributing to both academic discourse and public education. Other publications category, which might include reports, non-academic articles, or other written works, also increased from 10 to 15 pieces, suggesting an expansion in the types of content being produced.

Overall, the growth in publication numbers across all categories reflects Yantai Nanshan University's expanding influence and its commitment to academic excellence and knowledge dissemination. This progression not only enhances the university's reputation but also significantly contributes to the academic and educational community at large.

The comprehensive analysis of Yantai Nanshan University's faculty dynamics, gender distribution, and academic title distribution over recent years reflects a strategic and thoughtful approach to institutional growth and diversity. The increase in both the number and variety of faculty positions from 2021 to 2023 underscores the university's commitment to enhancing its academic capabilities and addressing evolving educational demands. The balanced gender ratio among the faculty highlights the institution's dedication to promoting gender equity, contributing to a more inclusive academic environment. Moreover, the significant growth in senior academic positions, such as associate professors and professors, indicates a focus on improving research output and academic prestige.

This strategic approach not only supports the university's immediate educational goals but also sets a strong foundation for long-term academic excellence and competitiveness. By investing in a diverse and well-qualified teaching staff, Yantai Nanshan University is well-positioned to offer high-quality education and research opportunities, attracting top-tier students and faculty alike.

2.3 Management Efficiency Assessment of the Employees in the University

Assessing management efficiency of the employees in a university is a critical process that involves evaluating the effectiveness and productivity of staff across various departments. This assessment helps in understanding how well the university is achieving its strategic goals through its workforce. This evaluation not only ensures that the university is compliant with educational standards and achieving operational excellence but also enhances job satisfaction among staff by aligning their goals with the institution's mission. Furthermore, effective management efficiency assessment can lead to better decision-making regarding staff development, resource allocation, and overall organizational health. This proactive approach is essential for fostering an environment that supports continuous improvement and innovation.

Citation levels are a vital metric in academia, reflecting the reach and impact of scholarly work produced by a University. They encompass a range of publication types, each contributing uniquely to the institution's academic reputation. Analyzing citation levels helps in understanding the influence and dissemination of research across different platforms, from core college journals to international publications and conference presentations. We analyzed the citation rate of University teachers' publications according to the data in Table 2.8.

Table 2.8 - Citation level of University teachers' publications

Citation Level	Instructions	2021	2022	2023	Deviation 2023-2021, +/-
1	2	3	4	5	6
Academy Core Journal	The research strength of the school has increased year by year, and the citations of core journals have increased	50	55	60	50
Domestic general journals	May be affected by shifting academic focus or journal quality, general journal citations decline	100	95	90	-10
International Journals	The internationalization level of the school has increased, and the number of international journal citations has increased	15	20	25	10

Continuation of the Table 2.8

1	2	3	4	5	6
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Conference paper	Conference paper citations remained stable with no significant change	20	20	20	-
Others	There were fluctuations in other category citations, but the overall impact was small	15	10	15	-

Source: Author's own research

Starting with the Academy Core Journal category, there's been a consistent increase in citations from 50 in 2021 to 60 in 2023, totaling a 50 citation increase over three years. This indicates a strengthening of the university's research capabilities, as core journals typically represent the central academic focus of an institution.

In contrast, citations in Domestic General Journals have seen a decline from 100 in 2021 to 90 in 2023, with a total reduction of 10 citations. This may suggest a shift in academic focus or a variation in the quality or relevance of the journals, potentially reflecting a strategic pivot towards more internationally recognized publications or more specialized local journals. International Journals have witnessed growth in citations from 15 in 2021 to 25 in 2023, an increase of 10 citations. This growth aligns with the university's stated goal of enhancing its international presence, indicating successful outreach and recognition in the global academic community.

Conference Papers have maintained a steady citation count at 20 throughout the period, suggesting a stable contribution to academic conferences which often serve as important venues for preliminary research findings and professional networking.

The Others category, which may include less conventional or emerging types of scholarly outputs, showed fluctuations but ended with the same amount of 15 citations in 2021 and 2023, pointing to a relatively minor impact on the overall citation dynamics.

Overall, the university's strategic academic developments and varying focus across different publication platforms are reflected in these citation trends. The increase in international exposure and sustained core journal strength is promising, although the decline in general domestic journal citations could warrant further investigation to ensure all research efforts align with the institution's long-term goals.

Controlling personnel effectively is crucial for academic institutions like Yantai Nanshan University to ensure they meet their strategic goals and maintain high educational and research standards. By monitoring specific HR metrics over a period, the university can gauge the success of its HR policies and practices, identify trends, and make data-driven decisions to improve staff performance and satisfaction. According to the data in Table 2.9, we analyzed the indicators of personnel controlling in Yantai Nanshan University.

Table 2.9 - Personnel Controlling in Yantai Nanshan University

Performance Indicator	2021	2022	2023	Deviation 2023-2021, +/-
Staff Development Programs, %	80	85	90	10
Performance Evaluation Completion, %	95	97	99	4
Staff Job Satisfaction Rate, %	70	75	80	10
Staff Retention Rate, %	88	90	92	4
Staff Promotion Rate, %	5	7	10	5
Internal Training Hours, hours	200	300	350	150
Average Training Hours per Employee, %	30	35	40	10
Average Annual Salary Increase, %	3,5	4,0	4,5	1,0

Source: Author's own research

The table 2.9 provides that starting with staff development programs, there was a consistent increase from 80% participation in 2021 to 90% in 2023, highlighting a focused effort to enhance employee skills and competencies, crucial for adapting to evolving academic and administrative demands. This 10% increase suggests a successful implementation of more robust or appealing programs.

Performance evaluation completion also saw a steady rise from 95% in 2021 to 99% in 2023. This improvement of 4% indicates a more comprehensive and more efficient approach to performance management, ensuring that nearly all staff undergoes regular reviews, which is vital for maintaining high standards of performance and accountability. Staff job satisfaction showed significant growth, increasing by 10% from 70% in 2021 to 80% in 2023. This metric's enhancement reflects positively on the

university's workplace environment and HR policies, suggesting that initiatives to improve work conditions and staff morale have been effective. Staff retention rates increased modestly from 88% to 92% over the analyzed period, with a total increase of 4%. This indicates that the university has become more successful at retaining its workforce, likely due to better job satisfaction, development opportunities, and competitive compensation practices.

There was a notable increase in the staff promotion rate, which jumped from 5% to 10%, doubling over the three years. This considerable rise may indicate more career advancement opportunities, contributing to higher job satisfaction and retention rates. Internal training hours saw a dramatic increase from 200 hours in 2021 to 350 hours in 2023, with a total increase of 150 hours. This suggests a significant investment in staff development, providing more extensive training that could correlate with improvements in job performance and satisfaction. The average training hours per employee and average annual salary increases both showed upward trends, with training hours per employee increasing by 10% and the average annual salary increase rising by 1% from 3,5% to 4,5%. These changes reflect an ongoing commitment to staff development and competitive compensation, respectively.

Overall, these metrics collectively depict an University that is actively investing in its human resources, enhancing staff satisfaction, development, and retention, which are crucial for fostering a supportive and productive academic environment.

Students' evaluation of the corporate image of a University plays a crucial role in influencing the management efficiency assessment of the employees. A positive corporate image, as perceived by students, often reflects well on the university's staff, suggesting effective management practices, high-quality teaching, and supportive administrative services. Conversely, a negative perception can highlight areas needing improvement, prompting a reassessment of management strategies to enhance employee performance and overall institutional reputation. Understanding these evaluations provides valuable insights for university leadership to align their management practices with student expectations and institutional goals. In accordance with this, an analysis of

the perception of the corporate image by the students of the University was carried out according to the data in table 2.10.

Table 2.10 - Students' evaluation of corporate image of Yantai Nanshan University

Elements of corporate image	Indicat or weights	Student evaluation of indicators (points)		Analysis
		First graders		
		Evaluation criteria	Wi*Vi	
1	2	3	4	5
Corporate identity	0,15	4,0 (very good)	0,60	Students have a good impression of the university as a whole, and believe that the university has a high degree of professionalism and reliability.
Information Design	0,10	3,5 (good)	0,35	Students believe that the information design of university is clear, intuitive and easy to understand and accept.
Relationship with state agencies	0,05	3,0 (general)	0,15	Students' evaluation of the relationship between enterprises and state institutions is relatively neutral, and they believe that there is room for further improvement.
Management style	0,10	4,0 (very good)	0,40	Students believe that the way businesses are managed is efficient, scientific and has a positive impact on employees and students.
Style of business relationship	0,08	3,5 (good)	0,28	Students believe that university shows a professional and friendly attitude in handling business relations.
The university's logo for its relationship with the media	0,08	4,0 (very good)	0,32	Students believe that the logo design of the enterprise is distinctive and the relationship with the media is properly handled.
The personal culture of employees and students	0,12	4,0 (very good)	0,48	Students believe that the employee and student culture of the company is positive and contributes to a good working atmosphere.
Communication in social networks	0,08	3,5 (good)	0,28	Students believe that university' communication on social networks is timely and effective, which helps to enhance brand image.

Continuation of the Table 2.10

1	2	3	4	5
Cooperation with commercial university	0,08	3,5 (good)	0,28	Students believe that university show good cooperative spirit and ability in cooperating with other commercial university.
Event Management	0,08	3,5 (good)	0,28	Students believe that businesses excel in event management and are able to organize and implement various events effectively.
Overall assessment	0,10	4,0 (very good)	0,40	Taking all factors into consideration, students' overall evaluation of the business is very high.

Source: Author's own research

The corporate identity has a high indicator weight of 0,15 and received a score of 4 points (very good), resulting in a weighted value of 0,6. This indicates that students perceive the university as highly professional and reliable. The information design is rated at 3,5 points (good) with an indicator weight of 0,1, giving a weighted value of 0,35, suggesting that students find the information clear and easy to understand.

Students rated the relationship with state agencies as general (3 points) with a weight of 0,05, resulting in a lower weighted value of 0,15, indicating room for improvement in this area. The management style was highly appreciated, scoring 4 points (very good) with a weight of 0,1, giving a weighted value of 0,4, reflecting efficient and scientific management practices that positively impact both employees and students. Cooperation with commercial university and event management were both rated 3,5 points (good), each with a weight of 0,08, yielding weighted values of 0,28. These scores suggest good cooperative spirit and effective event organization.

The style of business relationship and communication in social networks both scored 3,5 points (good), with indicator weights of 0,08 each, resulting in weighted values of 0,28. These scores reflect students' perception of professionalism and effective communication in business dealings and social media engagement.

The university's logo and its relationship with the media also scored well, with 4 points (very good) and a weight of 0,08, resulting in a weighted value of 0,32, indicating that the media relations and logo design are well-received. Similarly, the personal culture

of employees and students scored 4 points (very good) with a higher weight of 0,12, resulting in a weighted value of 0,48, reflecting a positive and conducive working atmosphere.

The overall assessment of the university received a high rating of 4 points (very good) with a weight of 0,1, resulting in a weighted value of 0,4. This comprehensive evaluation reflects a strong overall corporate image as perceived by the students.

In conclusion, the aggregated student evaluations show that Yantai Nanshan University is perceived very positively in most aspects, particularly in corporate identity, management style, and personal culture, while there is some room for improvement in relationships with state agencies and maintaining consistent communication standards. These perceptions significantly influence the management efficiency assessment by highlighting strengths and identifying areas that could enhance the university's reputation and operational effectiveness.

Teachers' evaluation of the corporate image of a university is critical in influencing the Management Efficiency Assessment of the Employees. Their perceptions provide valuable insights into how the institution's branding, administrative practices, and overall reputation impact their work environment and job satisfaction. Positive evaluations can indicate effective management, strong institutional support, and a collaborative culture, while negative perceptions may highlight areas for improvement in leadership and operational strategies. Additionally, these evaluations often reflect the alignment between the university's values and the expectations of its staff, which can either motivate employees or lead to disengagement if misaligned. Regularly assessing and addressing these perceptions allows university administrators to foster a more supportive and responsive work environment. In accordance with this, an analysis of the perception of the corporate image by the teachers of the University was carried out according to the data in table 2.11.

Table 2.11 - Teachers' evaluation of corporate image of Yantai Nanshan University

Elements of corporate image	Indicat or weights	Teacher evaluation of indicators (points)		Analysis
		First graders		
		Evaluation criteria	Wi*Vi	
Corporate identity	0,15	5,0 (very satisfied)	0,75	Include the reputation of the business, public recognition, social responsibility, etc.
Information design	0,10	4,0 (satisfied)	0,40	Include the professionalism and attractiveness of corporate promotional materials, websites, social media, etc.
Relationships with state agencies	0,05	3,0 (general)	0,15	Cooperation with government departments, policy compliance, etc.
Management style	0,10	4,0 (satisfied)	0,40	Organizational structure, decision-making efficiency, employee motivation, etc.
The style of business relationships	0,10	4,0 (satisfied)	0,40	How the business interacts with partners, suppliers, etc.
The university logo's relationship with the media	0,05	3,0 (general)	0,15	The exposure, influence, etc. of the university logo in the media.
Personal culture of staff and students	0,10	4,0 (satisfied)	0,40	Values of staff and students, work attitude, spirit of innovation, etc.
Communication in social networks	0,05	3,0 (general)	0,15	Business interaction on social media, response speed, etc.
Partnerships with commercial university	0,10	4,0 (satisfied)	0,40	History of cooperation with other university, cooperation results, etc.
Event management	0,05	3,0 (general)	0,15	The organization, effect, etc., of various activities held or participated in by the enterprise.
Overall evaluation	0,15	4,5 (very satisfied)	0,68	Comprehensive evaluation of the corporate image based on the above factors.

Source: Author's own research

The corporate identity received the highest satisfaction level, scoring 5,0 points (very satisfied) with an indicator weight of 0,15, resulting in a weighted value of 0,75.

This reflects the university's strong reputation, public recognition, and social responsibility. Information design, which includes the professionalism and attractiveness of corporate materials and online presence, scored 4,0 points (satisfied) with a weight of 0,1, resulting in a weighted value of 0,4.

The relationships with state agencies were rated as general (3,0 points) with a weight of 0,05, yielding a weighted value of 0,15, indicating an area with potential for improvement in terms of cooperation and policy compliance. Management style, including organizational structure and decision-making efficiency, also scored 4,0 points (satisfied) with a weight of 0,10, leading to a weighted value of 0,40. The style of business relationships, encompassing interactions with partners and suppliers, scored 4,0 points (satisfied) with a weight of 0,10, resulting in a weighted value of 0,40. The university logo's relationship with the media scored 3,0 points (general) with a weight of 0,05, yielding a weighted value of 0,15, reflecting moderate satisfaction with media exposure and influence.

The personal culture of staff and students, which includes values, work attitude, and innovation spirit, scored 4,0 points (satisfied) with a weight of 0,1, leading to a weighted value of 0,4. Communication in social networks, involving business interactions and response speed, scored 3,0 points (general) with a weight of 0,05, resulting in a weighted value of 0,15.

The overall evaluation of the corporate image scored 4,5 points (very satisfied) with an indicator weight of 0,15, resulting in a weighted value of 0,68. This comprehensive evaluation indicates a high overall satisfaction with the university's corporate image based on the aforementioned factors.

In summary, the table 2.11 shows that teachers at Yantai Nanshan University generally hold a positive view of the corporate image, particularly in areas such as corporate identity, management style, and personal culture. However, there is room for improvement in relationships with state agencies, media engagement, and event management to further enhance overall satisfaction and management efficiency.

The comprehensive analysis of the Management Efficiency Assessment of Employees at Yantai Nanshan University reveals a progressive and proactive approach to

enhancing staff performance and satisfaction. The evaluation of citation levels indicates a strengthening research capability, particularly in core and international journals, although domestic journal citations have declined slightly. Personnel controlling metrics show significant improvements across various indicators, such as staff development programs, performance evaluations, job satisfaction, retention rates, promotion rates, and training hours.

Overall, the data underscores Yantai Nanshan University's commitment to continuous improvement in management efficiency, staff satisfaction, and academic reputation. The positive trends in citation levels, personnel controlling metrics, and corporate image evaluations reflect a well-rounded and effective approach to institutional management. These efforts are crucial for maintaining high standards of education and research, fostering a supportive work environment, and enhancing the university's reputation both domestically and internationally. Furthermore, the university's focus on aligning employee development with strategic goals has contributed to higher retention rates and improved job satisfaction. Moving forward, addressing the identified areas for improvement, such as refining incentive mechanisms and expanding faculty support, will further solidify the university's position as a leading academic institution and bolster its competitive edge on a global scale.

CHAPTER 3

WAYS TO IMPROVE THE EMPLOYEE WORK EFFICIENCY IN THE UNIVERSITY

3.1 Engagement like an Instrument of Improving Employee Work Efficiency in the University

Employee engagement is a crucial factor in enhancing work efficiency, particularly in academic settings such as universities. Engaged employees tend to be more motivated, productive, and committed to their tasks, which directly affects the institution's overall performance. In the context of universities, fostering engagement can lead to improved teaching quality, better administrative functions, and a more collaborative academic environment.

Employee engagement, coupled with enthusiasm, plays a vital role in enhancing work efficiency, especially in academic environments like universities. When employees are both engaged and enthusiastic, they are more likely to be motivated, productive, and deeply committed to their work. This combination leads to increased job satisfaction, stronger collaboration, and a positive influence on the university's overall performance. By fostering both engagement and enthusiasm, universities can create a vibrant atmosphere that encourages continuous improvement and innovation among their staff.

The enthusiasm and engagement of university employees are the two key factors to improve the work efficiency of employees. They are like two important gears to promote the efficient operation of the big machine of universities and colleges, and they are an important means to stimulate the enthusiasm and creativity of employees. An effective incentive mechanism can meet the material and spiritual needs of employees, such as salary and welfare, promotion opportunities, honors and commendations. These incentive measures can make employees feel the realization of their own value and the recognition of the organization, to produce stronger work motivation and higher work efficiency [15, 24].

To foster enthusiasm among Yantai Nanshan University employees, a structured approach is required to boost motivation, engagement, and overall job satisfaction. These measures aim to enhance employee productivity, encourage a positive work culture, and contribute to the university's long-term success. The key stages of building enthusiasm presented in Figure 3.1, offering a visual representation of this process.

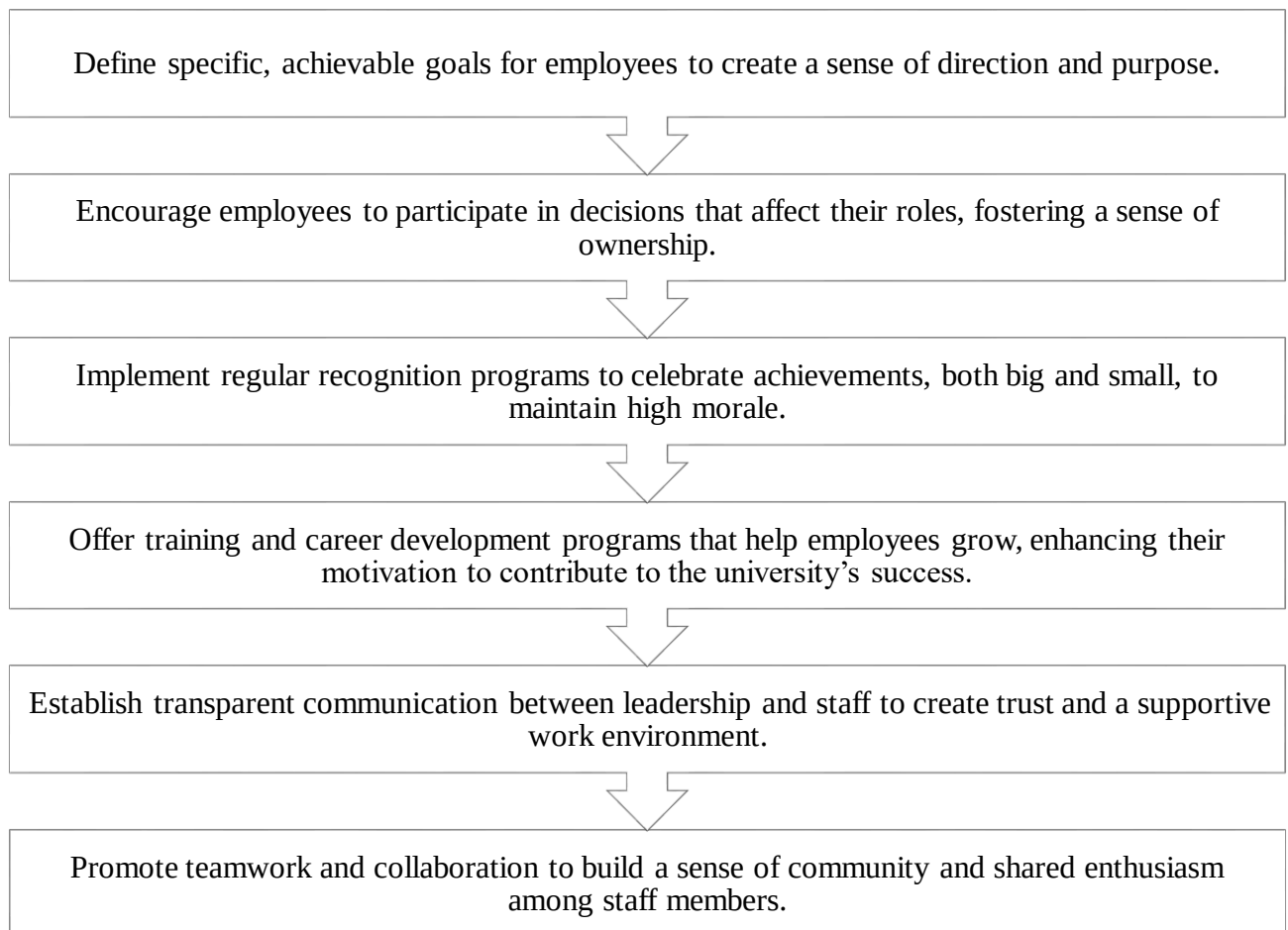


Figure 3.1 - Stages of Building Enthusiasm in Yantai Nanshan University Employees

Source: Author's own research

The enthusiasm evaluation at Yantai Nanshan University provides an overview of how motivated and enthusiastic employees are across various departments. This assessment highlights the average enthusiasm levels and the percentage of employees who display high enthusiasm, giving insights into the overall work culture in each department. The results summarized in Table 3.1, displaying enthusiasm scores and trends among university staff.

Table 3.1 - Enthusiasm Evaluation at Yantai Nanshan University

Department	Average Enthusiasm Score (out of 10)	Percentage of Highly Enthusiastic Employee
Public Foreign Language Teaching	7,5	55
Teaching of Computer Application	8,2	60
Teaching of Public Physical Education	7,0	45
Teaching of Social Sciences Education	6,8	40
Administrative Staff	6,5	40
Library	7,0	45
IT Staff	8,0	60

Source: Author's own research

The analysis of enthusiasm across departments at Yantai Nanshan University reveals that the Teaching of Computer Application department exhibits the highest average enthusiasm score of 8,2 with 60% of employees classified as highly enthusiastic. Similarly, IT Staff also show strong enthusiasm, scoring 8,0 with 60% of employees highly motivated. On the other hand, Public Foreign Language Teaching has a moderate enthusiasm score of 7,5, with 55% of employees showing high levels of enthusiasm. Teaching of Public Physical Education and Library both share a score of 7,0, though the Physical Education department has 45% of highly enthusiastic employees, the same as the Library. The Teaching of Social Sciences Education and Administrative Staff demonstrate the lowest levels of enthusiasm, scoring 6,8 and 6,5, respectively, with 40% of their employees being highly enthusiastic. These figures suggest that while certain departments, such as IT and Computer Applications, have relatively high levels of enthusiasm, other departments may require targeted initiatives to boost motivation and improve overall work satisfaction.

To improve employee engagement in universities, a well-defined strategy is essential. The goal of these measures is to create a work environment where employees feel valued, motivated, and connected to the institution's goals. The stages of fostering engagement illustrated in Figure 3.2 to provide a clear understanding of the process for Yantai Nanshan University.

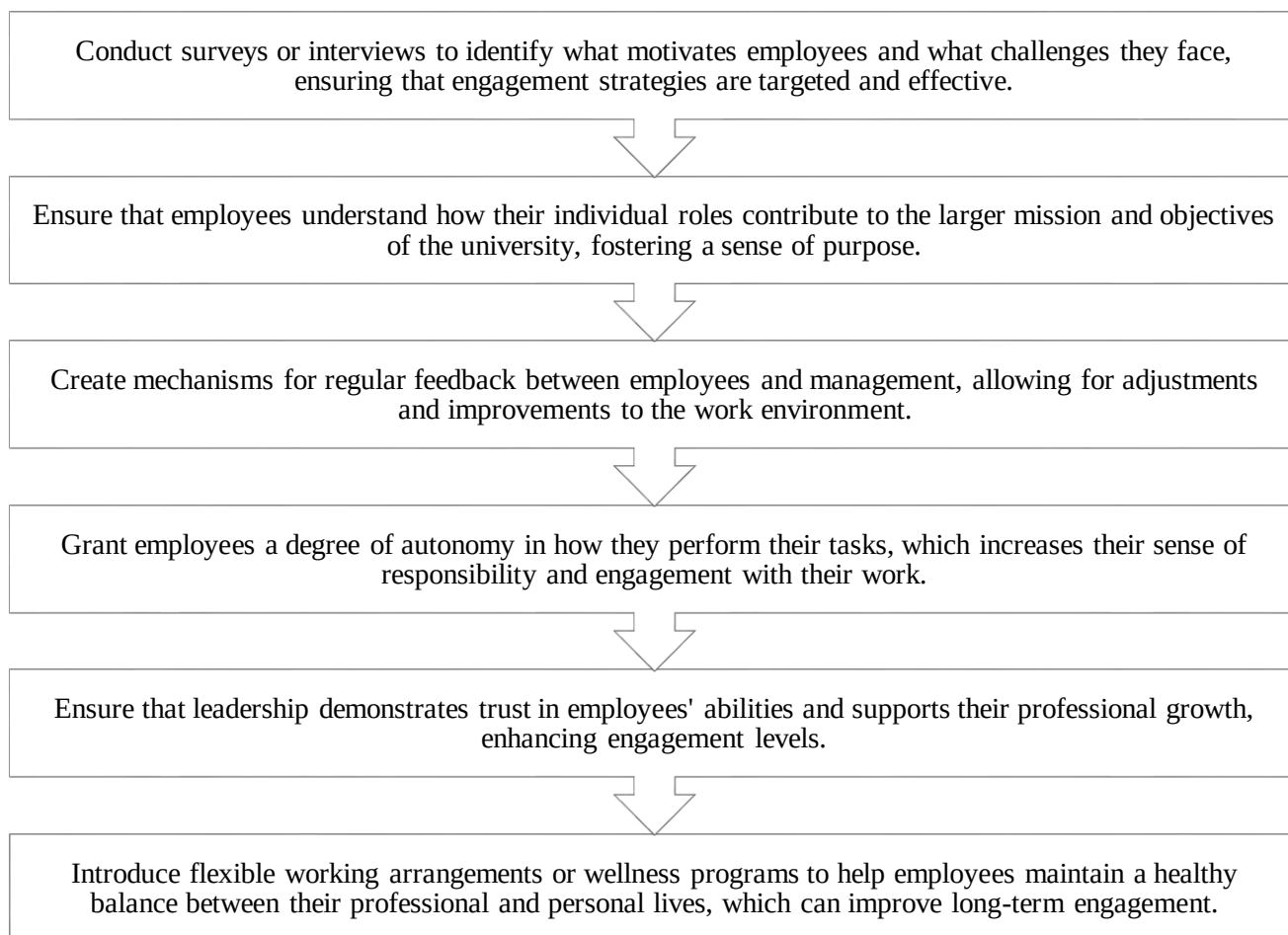


Figure 3.2 - Stages of Building Employee Engagement in Yantai Nanshan University

Source: Author's own research

The engagement data highlights how connected and committed employees feel to their roles and the university's mission (Table 3.2).

Table 3.2 - Engagement Evaluation at Yantai Nanshan University

Department	Average Engagement Score (out of 10)	Percentage of Highly Engaged Employees
1	2	3
Public Foreign Language Teaching	9,0	70
Teaching of Computer Application	8,3	60
Teaching of Public Physical Education	8,4	65

Continuation of Table 3.2

1	2	3
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Teaching of Social Sciences Education	8,8	60
Administrative Staff	7,5	55
Library	7,8	50
IT Staff	8,5	65

Source: Author's own research

The engagement evaluation of Yantai Nanshan University highlights that the Public Foreign Language Teaching department leads with the highest average engagement score of 9,0, with 70% of its employees classified as highly engaged, indicating a strong connection to their roles and institutional goals. The IT Staff and Teaching of Public Physical Education departments also show strong engagement levels, with scores of 8,5 and 8,4, and 65% of their employees highly engaged. The Teaching of Social Sciences Education scores 8,8, with 60% of its staff highly engaged, indicating a positive trend in this department as well. Meanwhile, the Teaching of Computer Application department, with a score of 8,3, has 60% of employees highly engaged, reflecting solid, though slightly lower, and engagement levels compared to other teaching faculties. In contrast, the Administrative Staff and Library departments have lower engagement scores, at 7,5 and 7,8, with 55% and 50% of their employees highly engaged, respectively. These figures suggest that while certain departments exhibit strong engagement, others, particularly the administrative and library sectors, may benefit from initiatives aimed at improving employee involvement and connection to their work.

At Yantai Nanshan University, rewards play a vital role in boosting both enthusiasm and engagement among employees. Financial incentives, such as bonuses, salary raises, and performance-based rewards, significantly enhance motivation, leading to greater enthusiasm in the workplace. Public recognition, which holds particular importance in Chinese culture, acts as a powerful marker of achievement, instilling personal pride and encouraging consistent effort. A well-designed reward system at Yantai Nanshan University not only drives employee motivation but also reinforces their commitment to the institution by offering fair and transparent compensation, thereby strengthening their sense of belonging. Furthermore, competitive reward packages,

including benefits like housing allowances and professional development opportunities, help retain top talent. This, in turn, fosters higher engagement, as employees feel valued and are more likely to remain loyal to the university's mission and objectives. Ultimately, a culturally tailored reward system ensures a more motivated, dedicated, and engaged workforce at Yantai Nanshan University.

The ABC classification model provides a clear framework for managing employee performance and compensation by categorizing staff into three distinct groups: Class A, Class B, and Class C, based on their contributions to the organization. In the context of universities, this model is particularly useful for aligning salary structures with performance levels, helping institutions like Yantai Nanshan University retain top talent, motivate competent staff, and address underperformance. Class A employees, who are critical to the university's success, are compensated above market average, while Class B employees receive market-aligned salaries, reflecting their reliability and steady contributions. Class C employees, whose performance lags behind, are offered lower salaries or encouraged to improve through targeted support. Table 3.3 outlines the salary classification for university employees according to the ABC model, demonstrating how strategic compensation can drive overall institutional efficiency and productivity.

Table 3.3 - Yantai Nanshan University Employee Salary Classification

Class	Percentage of Total Employees, %	Performance Description	Salary Plan
Class A	20	Backbone of the university, contributions far exceed the cost of hiring	20% or more higher than the market average
Class B	60	Conscientious, hard-working, loyal to the university	Market average or slightly above
Class C	20	Poor performance, low efficiency, a burden to the university	10%-20% lower than the market salary

Source: Author's own research

The table 3.3 presents the ABC management classification of Yantai Nanshan University employees, highlighting different performance levels and corresponding salary plans. This model divides employees into three categories - Class A, Class B, and

Class C - based on their contribution, with the aim of improving overall efficiency through tailored compensation strategies. Class A employees represent the top performers, whose contributions far exceed the costs associated with hiring and retaining them. These employees are critical to the university's long-term success and are typically involved in key functions such as research leadership, program innovation, and administrative oversight. Class B employees, who form the majority of the workforce (around 60%), are competent, reliable, and contribute significantly to the daily operations and academic success of the university. While their performance does not necessarily exceed expectations, it is consistent and dependable. Class C employees are those whose performance is subpar, often failing to meet institutional standards. Their low productivity and efficiency can hinder the overall performance of the university.

If the measures aimed at increasing enthusiasm and engagement among employees at Yantai Nanshan University are implemented, it is expected to lead to a significant improvement in their overall work efficiency (Table 3.4). These initiatives, including enhanced incentive systems and targeted engagement strategies, will not only improve productivity but also foster a more motivated and committed workforce. As a result, the university can expect stronger performance outcomes and better staff retention in the long term.

Table 3.4 - Projected Impact of Employee Enthusiasm and Engagement Initiatives on Key Performance Indicators at Yantai Nanshan University

Indicators	Baseline value, %	Target value, %	Time to reach	Condition reached
1	2	3	4	5
Employee satisfaction	70	90	Within a year	Through regular survey evaluation
Improve work efficiency	10	20	Within a year and a half	By comparing project completion time and quality
Employee turnover	10	5	Within two years	Pass HR statistics

Continuation of Table 3.4

1	2	3	4	5
Incentive system coverage	80	100	Within one year	Record through Human resources

Engagement score	7,5/10	9/10	Within a year and a half	Pass the engagement questionnaire
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Source: Author's own research

By focusing on boosting employee satisfaction from a baseline of 70% to 90% within a year through regular survey evaluations, the university can create a more motivated workforce. Increased engagement, targeted to rise from 7,5 to 9 out of 10 within a year and a half through engagement questionnaires, will foster stronger commitment and drive among staff. This heightened enthusiasm and engagement can directly contribute to improving work efficiency by 10% to 20%, measured through project completion time and quality over the next year and a half. Additionally, reducing employee turnover from 10% to 5% within two years by tracking HR statistics will ensure that the university retains its most engaged and productive employees, further enhancing overall performance. Expanding the coverage of the incentive system from 80% to 100% within one year will also motivate employees to perform at their best. Altogether, these efforts will create a more dynamic and efficient working environment, resulting in significant productivity gains for Yantai Nanshan University.

In conclusion, improving employee work efficiency at Yantai Nanshan University requires a comprehensive approach that focuses on enhancing both engagement and enthusiasm among staff. By implementing targeted strategies such as well-designed reward systems, performance-based incentives, and a supportive work environment, the university can foster a culture of motivation and commitment. These efforts will not only improve individual and departmental productivity but also contribute to the university's overall success by ensuring long-term staff retention and stronger institutional performance. Ultimately, a motivated and engaged workforce is key to driving continuous improvement and innovation at the university.

3.2 Employee Training and Development for Improving Employee Work Efficiency in the University

Effective employee training and development programs are essential for enhancing work efficiency in any organization, particularly in universities. By equipping employees with the necessary skills, knowledge, and techniques, universities can foster a more productive, focused, and engaged workforce. Training not only enhances individual performance but also contributes to the institution's overall success by aligning employee capabilities with the university's goals. This section outlines key training strategies aimed at improving work efficiency among staff. Effective employee training and development programs are essential for enhancing work efficiency in any organization, particularly in universities. By equipping employees with the necessary skills, knowledge, and techniques, universities can foster a more productive, focused, and engaged workforce. Training not only enhances individual performance but also contributes to the institution's overall success by aligning employee capabilities with the university's goals. Furthermore, structured training programs support continuous professional growth, allowing staff to stay updated on the latest educational technologies and methodologies. [8 p. 100744, 25 p. 37].

These training measures are designed to address both individual and team-based development, ensuring that employees can adapt to changing demands and contribute effectively to the university's growth. By focusing on practical skills such as time management, goal setting, and task prioritization, employees can optimize their workflows and reduce inefficiencies. Additionally, creating a culture of continuous learning and feedback helps employees stay motivated and engaged, further boosting their productivity. Ultimately, a well-structured training program leads to more efficient operations and a stronger alignment between employee efforts and the university's strategic objectives (Figure 3.3).

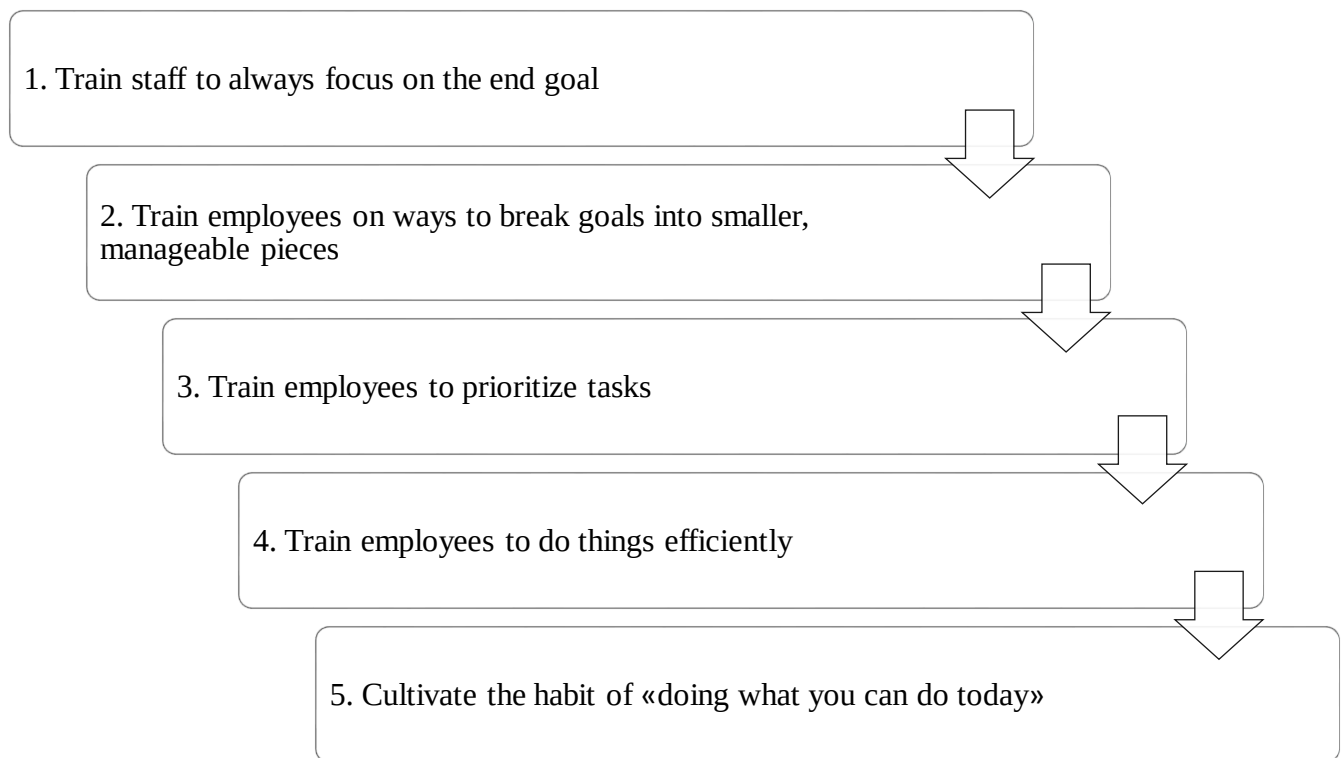


Figure 3.3 - Key Training Steps for Improving Employee Work Efficiency
at Yantai Nanshan University

Source: Author's own research

Furthermore, implementing personalized development plans can help address specific areas of improvement for each employee, ensuring that training is both relevant and impactful. Regular assessments of the training's effectiveness, combined with opportunities for employees to provide feedback, can further refine and optimize the program over time. As employees become more skilled and confident in their roles, they are better equipped to handle challenges and contribute to innovation within the university. This holistic approach to training not only improves immediate performance but also fosters long-term professional growth, benefiting both the individual and the institution.

1. Train staff to always focus on the end goal. In professional and personal development, goals play a crucial role by providing clear direction and purpose. They serve as a foundational element in driving motivation, reinforcing belief systems, and enhancing enthusiasm toward achieving tasks. Goals help to solidify abstract ideas into concrete, actionable steps, making them more attainable. As individuals achieve their

goals, they experience a sense of accomplishment, which fosters a proactive mindset, increases confidence, and strengthens fulfillment in their work. Moreover, goals act as benchmarks for self-assessment, offering a measurable framework to evaluate progress and effectiveness. In organizational settings, high-performing employees consistently demonstrate a clear understanding of their objectives, prioritize effectively, and align their daily tasks with the overall goals of the institution, ensuring meaningful contributions to long-term success. This proactive goal-setting approach not only improves individual productivity but also enhances the efficiency and strategic direction of the entire organization.

The principles for setting effective goals are essential for achieving successful results (Figure 3.4).

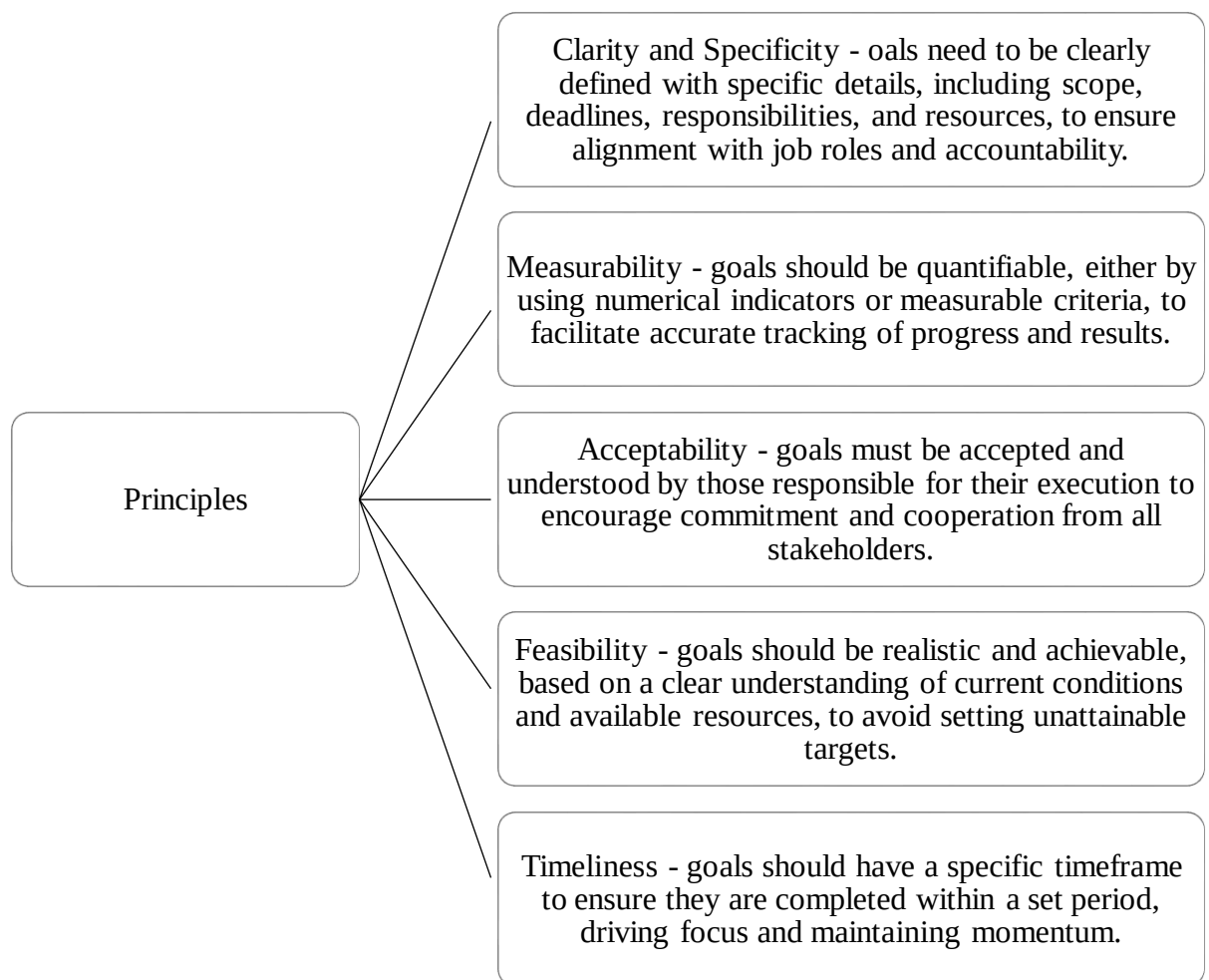


Figure 3.4 - Key Principles for Setting Effective Goals

Source: Author's own research

To further enhance the effectiveness of goal-setting and its impact on both personal and organizational development, it is essential to understand the benefits of maintaining focus on the end goal and consistently directing time and energy toward achieving it. Employees who have a clear vision of their final objectives are better equipped to prioritize tasks and make decisions that align with long-term success.

By fostering this disciplined focus, employees can remain resilient in the face of distractions and challenges, allowing them to make meaningful progress:

- the benefits of maintaining focus on the end goal. Having a clear end goal from the outset provides a clear understanding of both the final destination and the current progress toward it. This ensures that each step taken is aligned with the overall objective and helps maintain clarity in setting priorities. Consistently focusing on the end goal enables individuals to make more effective decisions and stay on course.

- concentrating time and energy toward a singular direction. Research suggests that many successful individuals achieve greatness not due to inherent exceptional qualities, but through steadfast perseverance, a strong commitment to their goals, and the ability to resist distractions. By maintaining focus on a specific, well-defined objective, they accumulate expertise and succeed over time. This demonstrates that individuals who effectively channel their time and energy toward a clearly defined end goal are more likely to achieve success.

To sustain focus and direction, several key strategies can be applied:

- 1) Learn to Prioritize - discern between worthwhile and non-essential pursuits, as eliminating distractions allows concentrated effort on meaningful objectives.

- 2) Assess Motivation - regularly reflect on the level of motivation behind actions; if motivation wanes, reassess alignment with the set goal.

- 3) Evaluate Responsibility - continuously check if the tasks being undertaken contribute directly to achieving the goal.

- 4) Perform Timely Evaluations - regularly review progress and direction.

- 5) Detect and Correct Deviations - identify any deviations from the goal promptly and adjust accordingly.

2. Train employees on ways to break goals into smaller, manageable pieces. To ensure that employees can achieve their goals efficiently, it is important not only to focus on the end objective but also to break down larger tasks into manageable steps. This approach provides a clearer path to success and keeps motivation high by making progress more visible and attainable:

- dividing long-term goals into smaller, short-term objectives makes the achievement of larger goals more manageable and realistic. Often, individuals may abandon tasks not due to their inherent difficulty, but because the ultimate objective seems distant and unattainable. By breaking down a long-term goal into smaller, actionable steps, employees can better focus on incremental progress, making the process less overwhelming. Clear and achievable short-term goals help reinforce motivation, while vague or overly ambitious goals may discourage progress. Effective employees not only focus on the ultimate objective but are also skilled in systematically breaking it down, starting with the simplest tasks and advancing step by step toward success.

- the process of achieving long-term goals involves progressing from present actions to future accomplishments, moving from smaller objectives to larger ones in a structured and deliberate manner. One useful approach is the "peeling onion method," which involves working backward from the end goal, breaking it into smaller components, and then further dividing each component into manageable tasks. This method allows individuals to stay motivated as they achieve smaller milestones along the way and provides clarity on immediate actions required to progress toward the larger objective.

3. Train employees to prioritize tasks. By teaching staff to focus on high-impact tasks and distinguish between urgent and less important issues, universities can improve overall performance and achieve institutional goals more effectively. Prioritization skills empower employees to manage their workloads strategically, ensuring that critical tasks are completed on time while minimizing distractions from less significant activities.

The Table 3.5 presents an overview of key concepts, such as focusing on the critical few tasks that yield the greatest results and categorizing work by urgency and importance.

It outlines strategies like devoting more time to important but not urgent tasks, delegating less important tasks, and improving efficiency by adopting the right methods.

Table 3.5 - 80/20 Principle And Work Prioritization

Principle/Concept	Description	University Application
80/20 Principle	Spend 20% of time on important problems to achieve 80% of the results, avoiding trivial tasks	In 100 tasks, 20 tasks will contribute to 80% of university progress (research, key projects)
Permutation Chart Method	Identify the «critical few» problems (20%) that account for 80% of the impact in your work	20% of administrative issues (faculty management, key events) cause 80% of delays.
Work Categorization by Urgency	Divide work into urgent and non-urgent tasks to prioritize immediate action	10 urgent tasks need immediate attention, while 20 can be handled later
Work Categorization by Importance	Categorize work into important and less important tasks, focusing on what drives results	Of 50 tasks, 15 are critical to the university's academic performance, the rest are less impactful
Focus on Important but Not Urgent Work	Devote 80% of time and energy to important but not urgent tasks to maximize productivity	Faculty should allocate 80% of their time to curriculum development and research, leaving 20% for meetings
Delegation of Less Important Work	Delegate less important tasks to free up time for more critical responsibilities	Delegating non-critical administrative tasks to support staff can save 30% of faculty time
Efficiency through «Doing Things Right»	Efficiency comes from focusing on proper methods to achieve goals quickly and with fewer resources	Optimizing workflow can reduce the completion time of academic projects by 25%

Source: Author's own research

By applying the 80/20 Principle, universities can focus on the 20% of tasks that drive 80% of progress, such as research and key projects. The Permutation Chart Method further supports this by identifying that 20% of administrative issues are responsible for 80% of delays, allowing for more targeted solutions. Dividing work by urgency and importance enables universities to concentrate on the most critical tasks, with 15 out of 50 tasks being pivotal for academic success, while delegating less important tasks can free up 30% of faculty time. Additionally, optimizing workflows and focusing on «Doing

Things Right» can reduce project completion times by 25%, ultimately improving overall productivity and institutional outcomes.

4. Train employees to do things efficiently. Steps to train employees on effective task execution in Yantai Nanshan University are the next:

1) simplify the process - this step involves evaluating the necessity and efficiency of tasks by asking key questions such as: Is the task essential? Where and when should it be completed? What is the most effective method to accomplish it?

2) organize workflows - establish an orderly approach to work by maintaining a tidy workspace, effectively declining unnecessary tasks, and ensuring clear communication with management to streamline task execution;

3) diversify work methods - based on clearly defined goals, explore multiple strategies to achieve objectives, selecting the most efficient approach. Organize tasks in the most logical sequence, avoid redundancy, intersperse different types of work to prevent fatigue, and balance work with rest. Additionally, standardize procedures for handling routine tasks to increase efficiency.

5. Cultivate the habit of «doing what you can do today». Procrastination reflects a state of inertia that drains willpower, diminishes creativity, and can eventually lead to negative consequences, such as decreased motivation and performance. Overcoming procrastination is essential, as taking immediate action fosters productivity and is a characteristic of successful individuals. Companies listed in the Fortune 500 are known for having employees with exceptional ideas and strong work ethics, a key factor in their success. One of the key distinctions between Chinese universities, such as Yantai Nanshan University, and these top global companies lies in the concept and quality of their employees. By addressing this gap through targeted training, Yantai Nanshan University can significantly improve the efficiency and competitiveness of its staff, ultimately elevating the institution's overall performance. It is through the development of excellent employees that the university will thrive and achieve excellence.

The table 3.6 illustrates the impact of various training programs on employee efficiency. It compares the before and after effects of training on goal setting, task prioritization, and task completion, alongside numerical improvements.

Table 3.6 - Training Program Efficiency Gains in Yantai Nanshan University

Training Program	Before and After Training	Efficiency Gains Calculation	Numerical Impact
Goal Setting	Set vague goals (before) vs specific goals (after)	30% increase in employee goal achievement	Goal achievement increased from 50% to 80%
Goal Breakdown	Unbroken long-term goals (before) vs broken down into short-term goals (after)	20% increase in short-term goal achievement	Short-term goals completion improved from 60% to 80%
Priorities	Dealing with trivial issues (before) vs focusing on important issues (after)	40% increase in time spent on important issues	Time on important tasks increased from 50% to 90%
Do Things Right	Method confusion (before) vs method optimization (after)	30% reduction in task completion time	Task completion time reduced from 10 hours to 7 hours
Don't Procrastinate	Task procrastination (before) vs immediate action (after)	50% increase in tasks completed on time	Timely task completion increased from 40% to 90%

Source: Author's own research

The implementation of specific training programs resulted in significant improvements across various metrics. The goal achievement increased from 50% to 80%, while the completion of short-term goals saw an increase from 60% to 80%. Employees also spent 40% more time on important tasks, increasing their focus on high-priority work. Additionally, task completion time was reduced by 30%, from 10 hours to 7 hours, and the percentage of employees completing tasks on time rose dramatically, from 40% to 90%. These figures highlight the substantial efficiency gains achievable through targeted employee training.

In conclusion, a well-structured employee training and development program is essential for improving the overall efficiency and productivity of staff at Yantai Nanshan University. By focusing on clear goal-setting, breaking down larger objectives into manageable tasks, and prioritizing high-impact activities, employees are better equipped to contribute meaningfully to the institution's success. Through targeted training initiatives, employees gain not only the practical skills necessary to optimize their workflows but also the ability to adapt to changing demands and maintain focus on long-

term goals. Additionally, fostering a culture of continuous learning and feedback empowers staff to identify areas for improvement and refine their approach to work. Ultimately, these training programs enhance the university's ability to achieve its strategic objectives while fostering a more engaged, motivated, and efficient workforce.

3.3 Strategies to Improve Staff Efficiency in the University

Improving staff efficiency in a university setting is crucial for enhancing overall institutional performance and achieving long-term goals. By implementing targeted strategies that focus on skill development, task prioritization, and workflow optimization, universities can foster a more productive and motivated workforce. These strategies not only enhance individual employee performance but also contribute to a more efficient, collaborative, and goal-oriented academic environment [1 p. 65, 22 p. 310]. Let's consider each strategy in more detail:

1. Implement incentive mechanism to stimulate work enthusiasm. Research indicates that intrinsic motivation is more sustainable and conducive to effective work. To maintain long-term institutional success and increase employee passion, universities must implement fair and effective incentive mechanisms that boost enthusiasm and satisfaction, thereby improving overall work efficiency. Adams' equity theory emphasizes that employees are motivated not only by their absolute compensation but by how it compares to others, highlighting the importance of fairness in incentive structures. Incentives should also be differentiated, recognizing that employees have diverse needs based on Maslow's hierarchy of needs, ranging from basic security to self-actualization. Trust is essential in management, as a lack of trust leads to inefficiency and higher operational costs. Therefore, fostering trust within the university creates a positive environment where employees feel responsible, confident, and empowered, resulting in enhanced creativity and productivity.

The incentive strategy for improving employee motivation in Yantai Nanshan University includes three key components. First, material incentives involve offering additional financial rewards beyond the basic salary, such as performance bonuses, year-

end bonuses, and stock options, which are linked to individual employee performance. Second, spiritual incentives aim to foster a sense of recognition and belonging by organizing initiatives such as recognition conferences, employee awards, and company-sponsored travel, thereby enhancing morale and engagement. Finally, career development incentives focus on providing employees with opportunities for advancement through promotion, career development planning, and access to training programs, ensuring that employees can see clear pathways for growth within the organization. By integrating these three incentive types, the university aims to create a holistic motivation framework that not only addresses financial needs but also nurtures personal growth and professional fulfillment. This comprehensive approach is designed to improve both individual performance and overall institutional productivity, driving long-term success for both the university and its staff.

The table 3.7 outlines a comprehensive incentive strategy aimed at improving employee motivation, loyalty, and productivity at a university. By offering a combination of financial rewards, recognition, and career development opportunities, the university can create a positive work environment that fosters long-term employee engagement and success.

Table 3.7 - Incentive Strategy Budget and Expected Outcomes for Employee Development in Yantai Nanshan University

Incentive method	Budget (annual), thous. Yuan	Expected effect
Performance bonus	1000	Increase employee motivation and average efficiency by 10%
Year-end Bonus	800	Increase employee loyalty and reduce employee turnover
Stock options	500	Incentivize employees for long-term contributions and attract top talent
Recognition Conference	50	Promote employee honor and create a positive atmosphere
Promotion and Training	1200	Improve staff skills and develop core talent

Source: Author's own research

Implementing these incentive methods is expected to yield significant benefits. A 10% increase in employee motivation and efficiency can be achieved through performance bonuses, while year-end bonuses aim to reduce turnover by enhancing

loyalty. Stock options incentivize long-term contributions and help attract top talent. Recognition initiatives, such as conferences, will promote a positive workplace atmosphere, and the largest investment in promotion and training is expected to develop core talent and improve staff skills, ensuring the university's sustained growth and competitiveness.

2. Strengthen salary management to reflect the value of labor. A strong university is closely tied to an effective compensation system, which boosts employee loyalty and ensures long-term institutional vitality. A well-structured salary system enhances job satisfaction, encourages initiative, and improves work efficiency by rewarding employees based on their contributions. To remain competitive, universities must implement performance-based pay systems that link compensation to work output, motivating employees to improve their performance. Breaking the traditional fixed relationship between salary and position is crucial; compensation should reflect the value of contributions rather than factors like seniority or title. By establishing a transparent and fair salary structure, universities can effectively incentivize productivity while ensuring that employees are fairly rewarded for their efforts.

The proposed strategy focuses on aligning employee compensation with their performance to ensure that pay directly reflects the work completed, following the principle of «more work, more pay». Additionally, conducting regular market salary surveys is essential to maintain competitiveness by ensuring that the university's pay structure remains in line with industry standards. Finally, enhancing salary transparency by clearly communicating the salary structure, calculation methods, and adjustment criteria will improve employee satisfaction and foster a sense of fairness within the organization.

The table 3.8 outlines the structure of employee compensation at the Yantai Nanshan University, breaking down the components of the pay system into base salary, performance bonuses, allowances, and welfare benefits. Each element is carefully designed to balance fixed income, performance-based rewards, and essential benefits, ensuring competitive compensation that motivates employees and meets their diverse needs.

Table 3.8 - Pay Composition and Annual Budget Allocation for Employee Compensation at the Yantai Nanshan University

Pay composition	Weights, %	Budget (annual)
Base salary	60	Depending on the position and market
Performance bonus	20	Calculated based on employee performance
Allowances	10	Include transportation, communications, meal supplements, etc.
Welfare security	10	Include Social Security, CPF, paid leave, etc.

Source: Author's own research

The compensation system allocates 60% of the annual budget to base salaries, ensuring that employees receive a stable income aligned with their position and market standards. Performance bonuses account for 20%, incentivizing higher efficiency and rewarding achievements. Allowances and welfare security each make up 10% of the total budget, offering support for transportation, communication, and social benefits, which enhance overall job satisfaction and employee well-being. This balanced pay composition promotes both stability and performance-driven incentives, fostering a productive and motivated workforce.

3. Strengthen comprehensive training to improve the quality of employees. Employee training is a critical investment in human resources and an effective method for boosting motivation and performance. It helps universities instill core values in their staff, fostering a positive and harmonious work environment. In today's rapidly evolving society, where knowledge quickly becomes outdated, continuous training is essential to maintain competitiveness and keep employees' skills relevant. Training through practical work experience is the most effective way to develop skills, as real-world application offers insights beyond theoretical knowledge. Practice remains the best way to test and refine skills, ensuring employees can apply what they learn effectively. Therefore, regular training is key to enhancing employee self-motivation and achieving institutional goals.

The strategy for employee training involves three key components. First, new employee orientation training is designed to help new staff quickly integrate into the team and acquire essential skills for their roles. Second, professional skills training focuses on enhancing employees' technical abilities, tailored to the specific needs of their positions,

ensuring they remain proficient and effective in their tasks. Finally, management ability training is provided to leadership and management personnel to improve their management skills, fostering better decision-making and enhancing overall organizational leadership. Additionally, the training program includes continuous learning opportunities, allowing employees to stay updated with the latest industry trends and innovations. This comprehensive approach not only enhances individual performance but also strengthens collaboration and productivity across departments, ensuring that the organization remains competitive and adaptable in a rapidly changing environment.

The table 3.9 provides an overview of the different types of employee training programs implemented at the university, their annual budgets, and the expected outcomes. These training programs are designed to enhance employee integration, improve technical skills, and strengthen management capabilities, ultimately contributing to the overall growth and efficiency of the institution.

Table 3.9 - Annual Training Budget and Expected Outcomes for Employee Development at the Yantai Nanshan University

Type of training	Budget (annual), thous. Yuan	Expected effect
New employee orientation training	50	Shorten the adaptation period for new employees and improve retention
Professional Skills Training	200	Upgrade staff skills and improve work efficiency
Management skills training	100	Upgrade the management level and optimize the management process

Source: Author's own research

The investment in new employee orientation training aims to accelerate the integration of new staff, reducing their adaptation period and improving retention rates. Professional skills training, with the largest allocation, focuses on upgrading employee competencies, directly enhancing work efficiency. Meanwhile, management skills training is designed to refine leadership abilities and optimize management processes, ensuring better organizational performance. Together, these programs reflect a strategic investment in human capital, promoting long-term success and operational efficiency.

4. Implement performance appraisal and carry out healthy competition. Performance appraisal is a structured system of evaluation that facilitates communication between university administrators and employees, allowing for the accurate assessment of work results and efficiency. A fair and reasonable appraisal system not only rewards high-performing staff but also serves as a key motivator, improving work behavior and fostering a competitive atmosphere. To be effective, performance appraisal standards must be moderate, specific, time-bound, and flexible, ensuring alignment with university goals. Various methods, such as the objective management method and 360-degree appraisal, can be employed depending on the position and institutional needs. It is essential that the process remains fair and transparent, with clear job responsibilities, quantifiable indicators, and prompt feedback. This fairness and alignment with job responsibilities ensure that appraisals truly contribute to both employee development and institutional success.

The performance appraisal strategy involves several key components to ensure effectiveness. First, it is essential to establish clear assessment standards that are objective, fair, and quantifiable, providing a transparent basis for evaluation. Second, the assessment cycle and methods should be carefully designed, with a reasonable frequency, such as quarterly or annually, and should incorporate multi-dimensional approaches, including self-assessment, peer evaluation, and supervisor review. Finally, assessment feedback and improvement play a critical role; timely feedback on appraisal results should be provided, along with constructive suggestions to help employees enhance their performance and align with organizational goals.

The table 3.10 presents the key assessment items, their respective weightings, and the methods used to evaluate employee performance at the university. These criteria ensure a balanced approach to appraising staff by focusing on both quantitative performance metrics and qualitative factors such as teamwork, attitude, and innovation.

Table 3.10 - Performance Appraisal Criteria and Weight Distribution at the Yantai Nanshan University

Assessment item	Weights, %	Assessment method
Job performance	60	Quantitative metrics such as sales, project progress, etc.

Work attitude	20	Self-review, peer review, superior review
Teamwork	10	Peer review, superior review
Innovation ability	10	Number of proposals, innovations, etc.

Source: Author's own research

The appraisal system prioritizes job performance, which accounts for 60% of the evaluation and is measured through concrete metrics like project progress. Work attitude, weighted at 20%, and teamwork, at 10%, are assessed through peer and supervisor reviews, ensuring a comprehensive view of employee behavior. Additionally, innovation ability is weighted at 10%, encouraging employees to contribute creatively to the institution's goals. This balanced approach ensures that multiple aspects of employee performance are considered, leading to more accurate and fair evaluations.

5. Emphasize people-oriented and focus on physical and mental health. In today's fast-paced work environment, unmanaged stressors such as overwork and role conflicts can harm employees' physical and mental health, reducing productivity. To address this, organizations should provide psychological support, helping employees manage stress through guidance and lifestyle adjustments. Proper stress management improves well-being and work efficiency, while failure to address it can hinder a university's strategic goals. Ultimately, supporting employees' mental health is essential for maintaining organizational productivity and success.

The proposed strategy focuses on promoting employee well-being through three key initiatives. First, regular health examinations are organized to monitor and maintain employees' physical health, ensuring any issues are addressed promptly. Second, psychological assistance services, including counseling and support, are provided to help employees manage work-related stress and maintain mental well-being. Lastly, cultural and sports activities are implemented to enrich employees' leisure time, fostering team cohesion and improving overall morale within the organization. These combined efforts aim to create a healthier and more supportive work environment, contributing to higher employee satisfaction and productivity.

The table 3.11 outlines the annual budget for various employee health and well-being programs at the university, along with the expected outcomes of these initiatives.

These programs are designed to ensure both the physical and mental health of employees while fostering a positive and cohesive work environment.

Table 3.11 - Annual Budget Allocation for Employee Health and Well-being Programs at the Yantai Nanshan University

Projects	Budget (annual), thous. Yuan	Expected effect
Health check	30	Detect health problems in time to improve employee health
Psychological assistance	20	Relieve employees' psychological stress and improve job satisfaction
Cultural and sports activities	50	Enrich employees' spare time life and improve team cohesion

Source: Author's own research

The allocation of 30 thous. Yuan for regular health checks aims to detect and address potential health issues, enhancing overall employee well-being. The 20 thous. Yuan designated for psychological assistance focuses on reducing stress and improving job satisfaction. Additionally, the 50 thous. Yuan investment in cultural and sports activities enriches employees' leisure time, strengthening team cohesion and fostering a more supportive workplace atmosphere. These programs demonstrate the university's commitment to promoting a healthy and balanced work environment, ultimately contributing to improved employee performance and engagement.

After the implementation of the proposed strategies, we conducted a forecast of employee performance control indicators to assess the expected improvements. Table 3.12 presents projected values for key performance indicators, such as staff development, job satisfaction, and retention rates, providing insights into how these strategies will enhance employee efficiency and organizational success in the coming years.

Table 3.12 - Prognosis of Personnel Controlling in Yantai Nanshan University

Performance Indicator	2023	2025	2026	2027	Deviation 2027-2023, +/-
Staff Development Programs, %	90	95	98	100	10
Performance Evaluation Completion, %	99	100	100	100	1

Staff Job Satisfaction Rate, %	80	85	88	90	10
Staff Retention Rate, %	92	94	95	96	4
Staff Promotion Rate, %	10	12	13	15	5
Internal Training Hours, hours	350	400	450	500	150
Average Training Hours per Employee, %	40	45	48	50	10
Average Annual Salary Increase, %	4,5	5,0	5,5	6,0	1,5

Source: Author's own research

The staff development programs are expected to increase from 90% in 2023 to 100% by 2027, showing a positive deviation of 10 points. The performance evaluation completion is forecasted to reach 100% by 2025 and remain steady through 2027, with a slight improvement of 1 percentage point from 2023. Staff job satisfaction rate is projected to rise from 80% in 2023 to 90% in 2027, representing a 10-point increase. Similarly, the staff retention rate is expected to grow from 92% to 96%, showing a 4-point improvement. Staff promotion rate is predicted to rise from 10% to 15%, reflecting a 5-point increase by 2027. Internal training hours are set to increase substantially, from 350 hours in 2023 to 500 hours by 2027, adding 150 hours. The average training hours per employee will grow from 40 to 50 hours, a 10-point rise, and the average annual salary increase is forecasted to improve from 4,5% in 2023 to 6% in 2027, marking an increase of 1,5 percentage points. These projections signal a commitment to investing in human capital, which is anticipated to enhance staff morale, loyalty, and productivity. Ultimately, these improvements will contribute to a more capable and motivated workforce, supporting the university's strategic objectives and fostering a culture of growth and innovation.

In conclusion, the implementation of these comprehensive strategies is anticipated to significantly elevate the efficiency, productivity, and overall engagement of employees at Yantai Nanshan University. By systematically addressing crucial areas such as incentive mechanisms, salary management, comprehensive training, performance appraisal, and employee well-being, the university fosters a supportive and dynamic work

environment where employees feel valued and motivated to excel. The emphasis on tailored training and skill development not only improves individual job performance but also aligns employee capabilities with the institution's strategic goals, creating a unified approach toward excellence.

Moreover, these improvements support Yantai Nanshan University's long-term success and competitiveness, reinforcing its reputation as an institution committed to both academic and organizational excellence. By cultivating a workforce that is skilled, adaptable, and invested in the university's mission, the institution is better positioned to navigate the challenges and opportunities of the evolving educational landscape. This strategic approach not only enhances institutional performance metrics but also strengthens the university's appeal to prospective students, faculty, and collaborators. Ultimately, Yantai Nanshan University's dedication to comprehensive employee development and support underscores its commitment to fostering an environment of continuous learning, innovation, and excellence in higher education.

CONCLUSION

The result of the research is the solution of the scientific and applied task regarding the enhancing employee work efficiency in university. This made it possible to draw the following conclusions:

1. The importance of improving work efficiency in higher education institutions is justified both at the individual employee level and at the organizational level. The analysis was conducted based on several motivational theories, including Job Characteristics Theory, Maslow's Hierarchy of Needs, and Herzberg's Two-Factor Theory. These theories highlight the multifaceted nature of work efficiency, emphasizing the significance of factors such as job satisfaction, intrinsic motivation, organizational support, and effective management practices. The findings underscore that enhancing work efficiency is a strategic priority that requires a comprehensive, adaptable approach tailored to the specific needs of both the organization and its employees. By applying diverse motivational theories and management strategies, universities can create an environment conducive to improving employee performance and contributing to the institution's overall competitiveness and development.

2. The general organizational and economic characteristics of Yantai Nanshan University steady growth in both infrastructure and financial resources. The data shows a consistent increase in funding, with the total amount rising from 8,800 thousand Yuan in 2021 to 10450 thousand Yuan in 2023. This growth comes from various sources, including college financial grants (which increased from 5000 thousand Yuan to 6000 thousand Yuan), student activity fees (from 2000 thousand to 2300 thousand Yuan), alumni donations (from 1000 thousand to 1150 thousand Yuan), and corporate sponsorships (from 800 thousand to 1000 thousand Yuan). This increase in resources is crucial for supporting the university's educational and research activities, ensuring continuous improvement in infrastructure and services. The institution's financial stability and growth enable it to enhance student services, improve education quality, and foster stronger community ties.

3. The analysis of the composition and structure of employees at Yantai Nanshan University shows a steady increase in the number of full-time faculty members, rising from 1200 in 2021 to 1300 in 2023, with particular emphasis on hiring staff with senior titles and dual roles. The number of teachers with senior titles increased from 280 in 2021 to 325 in 2023, while the number of dual-role teachers grew from 16 to 25 during the same period. This growth indicates a strategic effort by the university to strengthen its academic and administrative capacities. Additionally, gender distribution remained balanced, with men accounting for 48-49% and women for 51-52% of the workforce, showing the university's commitment to gender equity and diversity. The growth in the number of senior academic positions, including professors (increasing from 20 to 50) and associate professors (from 230 to 360), underscores the university's goal of enhancing its research capabilities and maintaining high teaching standards.

4. Engaged employees demonstrate higher motivation, productivity, and commitment, directly impacting institutional performance. The analysis showed that IT and Computer Application staff had the highest enthusiasm levels (scores of 8,5 and 8,2), while administrative and library staff lagged behind with scores of 6,5 and 7,0. To address this, the university can implement incentive mechanisms such as performance-based bonuses, public recognition, and tailored rewards to boost morale and commitment. The ABC classification model, which rewards top-performing employees with salaries 20% above the market average, helps retain talent and motivate staff. This structured approach will improve work performance and increase employee satisfaction across the institution.

5. By offering practical training in time management, goal setting, and task prioritization, employees can significantly enhance their effectiveness in their roles. For example, structured training programs at Yantai Nanshan University have led to a 30% increase in goal achievement, with employees' goal completion rates rising from 50% to 80% after training. Additionally, breaking down long-term goals into manageable short-term tasks resulted in a 20% improvement, with short-term goal completion increasing from 60% to 80%. Regular evaluations and personalized development plans help maintain motivation and alignment with the university's objectives, ensuring continuous progress. Implementing such structured training programs also reduced task completion times by

30%, from an average of 10 hours to 7 hours, fostering both immediate productivity gains and long-term institutional success. This focus on learning and growth not only improves day-to-day operations but also enhances overall organizational performance, leading to sustained improvements in employee efficiency and effectiveness.

6. Key strategies for improving staff efficiency at Yantai Nanshan University include the implementation of effective incentive mechanisms, performance-based salary management, comprehensive training programs, and a fair performance appraisal system. For instance, the university plans to allocate 1000 thousand Yuan annually for performance bonuses, which is expected to increase employee motivation and efficiency by 10%, while an additional 800 thousand Yuan for year-end bonuses will help reduce staff turnover. A projected 1200 thousand Yuan will be invested in promotion and training programs, aimed at improving staff skills and developing core talent, with internal training hours expected to rise from 350 in 2023 to 500 by 2027. Additionally, the university's focus on employee well-being, including 30 thousand Yuan for health checks and 20 thousand Yuan for psychological assistance, will create a supportive work environment, promoting productivity and retention. These initiatives are projected to raise job satisfaction from 80% in 2023 to 90% by 2027 and increase retention rates from 92% to 96%, contributing to a more efficient, motivated, and skilled workforce that enhances the university's long-term competitiveness and success.

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APPENDIXES