

A GUIDLINE FOR HUMAN RESOURCE MANAGEMENT IN
AGRICULTURAL ENTERPRISES IN NANNING
GUANGXI PROVINCE, CHINA



MASTER OF BUSINESS ADMINISTRATION IN DIGITAL ECONOMICS AND
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A INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
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ACADEMIC ADMINISTRATION AND DEVELOPMENT MAEJO UNIVERSITY
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GUANLIAN LUO

THIS INDEPENDENT STUDY HAS BEEN APPROVED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION
IN DIGITAL ECONOMICS AND MANAGEMENT INNOVATION (INTERNATIONAL PROGRAM)

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ชื่อเรื่อง	แนวทางการจัดการทรัพยากรมนุษย์ในวิสาหกิจการเกษตร ที่มณฑลหนานหนิงกว้างซี ประเทศจีน
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บทคัดย่อ

แนวทางการจัดการทรัพยากรมนุษย์สำหรับวิสาหกิจการเกษตรในเมืองหนานหนิง กวางซี เป็นแนวทางที่พัฒนาขึ้นเพื่อช่วยวิสาหกิจภาคการเกษตรให้มีการปรับปรุงระดับการจัดการทรัพยากร มนุษย์ คู่มือการศึกษาชุดนี้ประกอบด้วยข้อมูล 6 ประเด็นหลัก ได้แก่ การจัดเตรียมงานและการสรรหาบุคลากร การฝึกอบรมและการพัฒนา ค่าตอบแทนและผลประโยชน์ การประเมินผลการปฏิบัติงาน และสิ่งจูงใจ ความสัมพันธ์และการสื่อสารของพนักงาน และการลาออกและการเกษียณอายุ ในแง่ของ การกำหนดงานและการสรรหาบุคลากร โดยคู่มือการศึกษาชุดนี้จะเสนอการกำหนดตำแหน่งงานและ กระบวนการสรรหาบุคลากรที่มีความสมเหตุสมผล เพื่อให้แน่ใจว่าองค์กรต่างๆ มีความสามารถที่ เหมาะสม ในส่วนของการฝึกอบรมและการพัฒนา คู่มือการศึกษาชุดนี้เน้นถึงความสำคัญของการ ฝึกอบรมพนักงาน และให้คำแนะนำในการพัฒนาแผนการฝึกอบรมและวิธีการประเมินผล ในส่วนของ เงินเดือนและสวัสดิการ คู่มือการศึกษาชุดนี้ชี้ให้เห็นว่าองค์กรต่างๆ พัฒนานโยบายเงินเดือนที่ ยุติธรรมและสมเหตุสมผล และให้คำแนะนำในการจัดการผลประโยชน์ ส่วนของการประเมินผลงาน และแรงจูงใจ คู่มือการศึกษาชุดนี้ได้เสนอวิธีการประเมินผลการปฏิบัติงานทางวิทยาศาสตร์และ มาตรการจูงใจเพื่อกระตุ้นความกระตือรือร้นในการทำงานของพนักงาน ส่วนของความสัมพันธ์และ การสื่อสารของพนักงาน คู่มือการศึกษาชุดนี้เน้นถึงความสำคัญของความสัมพันธ์ของพนักงานที่ดีเพื่อ การพัฒนาองค์กร และให้คำแนะนำในการสื่อสารของพนักงานและการสร้างทีม ส่วนของการลาออก และการเกษียณอายุ คู่มือนี้แนะนำว่าองค์กรต่างๆ จะพัฒนากระบวนการลาออกและระบบการ เกษียณอายุเพื่อปกป้องสิทธิและผลประโยชน์ของพนักงาน ภาพรวมของคู่มือศึกษานี้มีชุดวิธีการ จัดการทรัพยากรมนุษย์และคำแนะนำสำหรับวิสาหกิจทางการเกษตรในหนานหนิง ซึ่งช่วยปรับปรุง ระดับการจัดการขององค์กร

โดยภาพรวมของคู่มือการศึกษาชุดนี้จึงได้มีการนำเสนอชุดวิธีและคำแนะนำการจัดการ
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การเกษตรในเมืองหนานหนิง

คำสำคัญ : ทรัพยากรมนุษย์, การจัดการ, การจัดการทรัพยากรมนุษย์, การเกษตร, วิชาชีพ
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ABSTRACT

The Human Resource Management Guidelines for Agricultural Enterprises in Nanning, Guangxi are a guide developed to assist agricultural enterprises in improving their human resource management level. This guide includes six aspects: job setting and recruitment, training and development, compensation and benefits, performance evaluation and incentives, employee relations and communication, and resignation and retirement. In terms of job setting and recruitment, the guide proposes reasonable job setting and recruitment processes to ensure that enterprises have suitable talents. In terms of training and development, the guide emphasizes the importance of employee training and provides guidance on developing training plans and evaluation methods. In terms of salary and benefits, the guide suggests that enterprises develop fair and reasonable salary policies and provides suggestions for benefit management. In terms of performance evaluation and motivation, the guide proposes scientific performance evaluation methods and incentive measures to stimulate employees' work enthusiasm. In terms of employee relations and communication, the guide emphasizes the importance of good employee relations for enterprise development and provides suggestions for employee communication and team building. In terms of resignation and retirement, the guide suggests that enterprises develop resignation processes and retirement systems to protect the rights and interests of employees. Overall, this guide provides a series of human resource management methods and

suggestions for agricultural enterprises in Nanning, which helps to improve the management level of enterprises.

Overall, this guide provides a series of human resource management methods and recommendations, providing standardized human resource management guidance for agricultural enterprises in Nanning City.

Keywords : Human Resources, Management, Human Resource Management, Agricultural, Agricultural Enterprise, Guideline



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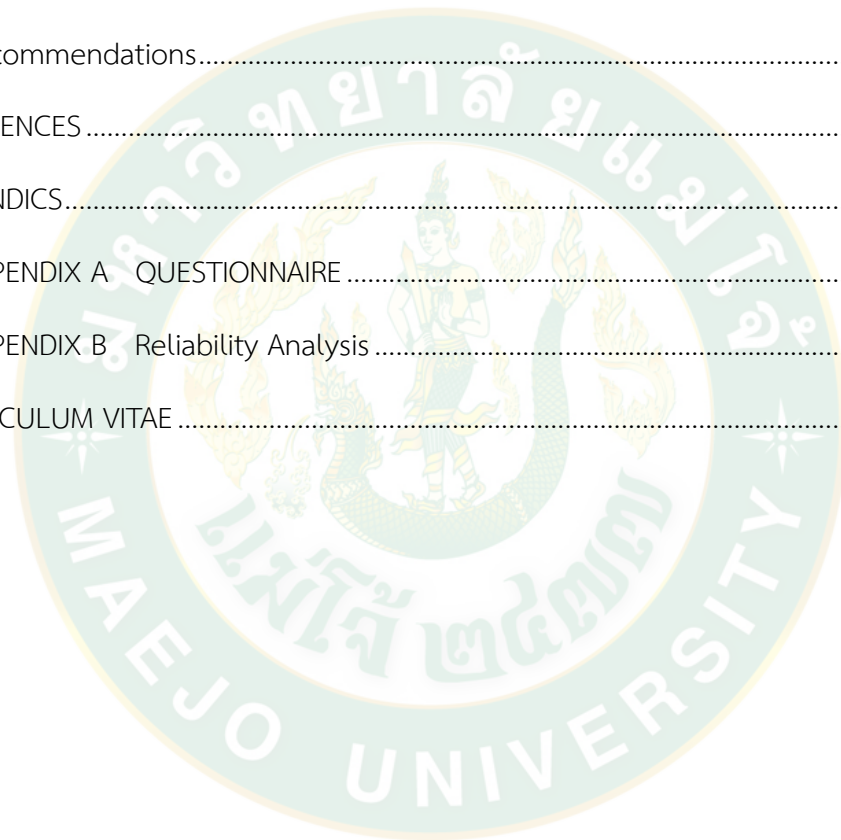
Guanlian Luo



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CHAPTER I

INTRODUCTION

Background

With the continuous development and innovation of global science and technology, the problem of population aging is becoming increasingly prominent. The employment of people affected by COVID-19 is also under great pressure. Human resource is an important guarantee for sustainable development of enterprises. Agriculture is the first industry in our country, and it is particularly important to manage the human resources of agricultural enterprises. (Yu Yongzhi & Yang Yujuan 2021) Enterprises need to develop and improve the enterprise management system, strive to improve the professionalism of enterprise personnel, help enterprises realize innovative management and scientific decision-making, thereby promoting the healthy development of enterprises and improving their market competitiveness, and realize the sustainable development of enterprises. Enhance the competence and competitiveness of the industry to obtain marketing opportunities. Agricultural enterprises have become an indispensable part of the national development strategy.

Li Long (2010) In this context, how to effectively manage human resources in agricultural enterprises has become a key issue. Based on the investigation and analysis of the current situation of human resource management in agricultural enterprises in Nanning, Guangxi, this paper puts forward the corresponding management guide, aiming at providing reference for agricultural enterprises in Nanning, Guangxi, and improving their human resource management level.

In recent years, our country has gradually improved a series of regulations and policies about human resource management, including Labor Law, Labor Contract Law, Social Security Law, etc. In addition, many targeted policy documents have been issued to promote the improvement of local human resource management level. For example, Nanning, Guangxi Province, has released documents such as the Nanning Human Resources Development Plan (2016-2020), which aims to strengthen work on talent recruitment, training and evaluation.

Li Ling & Zhao Qing (2017) Human resource is one of the most important assets of an enterprise, and human resource management is the key to ensure the effective operation of this asset. Excellent human resource management can improve the work efficiency and satisfaction of employees, reduce labor disputes and turnover phenomenon, to improve the competitiveness and profitability of enterprises. Human

resource management can also protect the rights and interests of employees and maintain the reputation and image of the enterprise. Therefore, human resource management plays a very important role in enterprise management.

Len Qui Xian (2018) Human resource management is a very important area of organizational management. It is defined as the process of managing employees in an organization by means of planning, recruitment, training, motivation and evaluation. It focuses on the strategic planning and organizational development of human resources, aiming to improve the work efficiency of employees and the competitiveness of the organization.

The importance of human resource management is reflected in the following aspects:

Improve organizational efficiency: Through rational allocation, training and use of human resources, the efficiency and productivity of organizations can be greatly improved.

Talent reserve: Human resource management can help an organization establish a professional and efficient staff team and carry out continuous training and development of them to ensure long-term stable operation of the organization.

Organization development: Human resource management can develop human resource strategies and plans to help organizations adapt to the changes of market environment and development needs and maintain the core competitiveness of the organization.

Improve corporate image: good human resource management can attract excellent employees to join the organization and improve the reputation and image of the enterprise among employees and the outside world.

The idea of human resource management can be traced back to the early 20th century in the United States. In the early 1900s, Taylor developed the scientific theory of management, which argued that productivity could be improved by properly designing work processes and training employees. Since then, the field of human resource management continues to develop and grow, forming a modern human resource management system. At present, human resource management has become an indispensable part of organization management.

In terms of history, (Yao Hong Jian & Lin Xing Zhi 2017) pointed out that human resource management in China originally originated from the personnel work of enterprises in the period of planned economy. In the middle and late 1980s, with the deepening of reform and opening, Chinese enterprises began to learn from foreign management concepts and experiences, and gradually formed a modern human resource management system with recruitment, training and performance management as the core. In terms of the current situation, the author believes that

there are three major problems in China's human resource management: brain drain, lack of talent training, and insufficient human resource service. Among them, brain drain is one of the biggest problems affecting the competitiveness and sustainable development of Chinese enterprises. In terms of the future development trend, the author points out that China's human resource management should develop towards the following five directions: employee-centered, strengthening humanistic care; Pay attention to basic quality education, improve the overall quality of staff; Strengthen talent introduction and training, improve team innovation ability; Promote the deep integration of information technology and human resource management; Establish a human resources management system and a legal and regulatory system in line with China's national conditions.

Liang Pengfei & Li Jianhua (2019) first introduced the current situation and development trend of Guangxi agricultural industry, and then elaborated the basic situation, existing problems and reasons of human resource management in Guangxi agricultural enterprises. It involves the low quality of agricultural enterprises, high labor costs, poor wages, lack of effective incentive mechanism and other problems. Then, it puts forward a series of countermeasures and suggestions to solve these problems, including strengthening talent training, formulating reasonable employment policies, optimizing salary and welfare system, and establishing sound incentive mechanism. Finally, the paper summarizes the main problems and countermeasures of human resource management in Guangxi agricultural enterprises and points out that the implementation of these countermeasures can effectively improve the core competitiveness and sustainable development ability of agricultural enterprises. The current situation and development trend of Guangxi's agricultural industry are as follows: At present, Guangxi's agricultural industry has a large scale, involving a wide range of fields, including planting, animal husbandry, fishery and so on. Among them, rice, sugarcane, citrus, lychee as the representative of agricultural products in the domestic and foreign markets have higher visibility and competitiveness. In the next few years, the agricultural industry in Guangxi will face new opportunities and challenges as the process of agricultural modernization accelerates continuously. On the one hand, the government will increase support for agriculture and promote the supply-side structural reform of agriculture. On the other hand, the market demand is increasingly diversified, and consumers are increasingly concerned about safe, healthy, and high-quality agricultural products. Therefore, Guangxi agricultural enterprises need to strengthen their own management and technological innovation, improve product quality, and added value, and enhance market competitiveness. The basic situation of human resource management in Guangxi agricultural enterprises is as follows: At present, Guangxi

agricultural enterprises generally have problems such as low level of human resource management, high cost of employment and large turnover of employees. Among them, the management level of agricultural products processing and marketing enterprises is relatively poor, lack of professional, scientific, information management means and system; The labor cost of agricultural production enterprises is high, and the quality of labor force is uneven. Rural cooperatives and family farms have weak human resource management. The main problems are as follows: enterprise management does not pay enough attention to human resource management and lacks long-term development planning and strategy; The recruitment channel is single, the employment cost is high, it is difficult to attract high-quality talents; Employee mobility, low level of welfare, lack of training opportunities and promotion channels; Enterprise human resources management means and system is not perfect, lack of scientific and information management methods and means.

Wu changyong (2010) The reasons for the above problems include the policy environment, the enterprise's own management level, the employment cost and many other aspects. In order to improve the above problems, agricultural enterprises in Guangxi can adopt professional, scientific and information human resource management means, improve the quality and welfare of employees, strengthen the internal management and training of enterprises, to enhance the competitiveness of enterprises and the ability of sustainable development.

Nanning City of Guangxi is an important agricultural base in south China. There are many agricultural enterprises, but there are still many problems and challenges in human resource management. Based on the investigation and analysis, this paper puts forward the human resource management guide suitable for agricultural enterprises in Nanning, Guangxi, to provide effective help for these enterprises. Before starting to develop the guidelines, we first need to conduct a comprehensive investigation and analysis of the current situation of human resource management in agricultural enterprises in Nanning, Guangxi. We can obtain relevant data by means of questionnaire survey and interview, and then conduct data analysis to find out existing problems and influencing factors.

Guangxi Talent Network. (2022). In the third quarter of 2022, 10,043 employers recruited talents through Guangxi Talent network, down 20.03% compared with the same period last year; The demand for talents was 85,373, 34.03% lower than the same period last year; The number of job-seekers was 481,310, an increase of 19.90% compared with the same period last year; The total talent supply and demand ratio was 5.64, 2.54 higher than 3.10 in the same period last year. In the third quarter of 2022, the number of job seekers on the Guangxi Talent Network continued to grow, reaching 481,310, up 19.90% compared with the same period last year and 3.55%

compared with the previous quarter. In terms of talent demand, the number of talents needed by employers with recruitment needs was 85,373, down 34.03% year-on-year and 14.10% month-on-month. In the past two years, due to the rapid growth of talent supply, talent demand has decreased significantly, and the supply and demand ratio of talent network in Guangxi is at a high level, with more than two people competing for one position. In the third quarter of 2022, the talent supply and demand ratio of Guangxi Talent Network reached 5.64, with a year-on-year growth of 2.54 and a quarter-on-quarter growth of 0.96.

By analyzing the existing problems of human resource management in agricultural enterprises in Nanning, Guangxi, this paper studies the process of human resource management in agricultural enterprises, and formulates corresponding management measures and guidelines, to promote the healthy development of human resource management and provide reference value for the development of human resource management.

Objectives of the study

1. To find Problems in human resource management.
2. To find Human Resource Management satisfaction.
3. To propose a guideline for Human Resource Management in Agricultural Enterprises in Nanning Guangxi Province, China.

Benefit of the study

1. To know Human Resource Management satisfaction.
2. To know a guideline for Human Resource Management in Agricultural Enterprises in Nanning Guangxi Province, China.

Expected Results

It embodies the theoretical basis of the research of human resource management methods. It provides a certain academic reference and value for subsequent scholars to study human resource innovation management.

This study has certain reference value for enterprise human resource management. Through this experiment, enterprises realize the importance of innovation and optimization of human resource management in the era of continuous economic development, reform, and innovation, and in such fierce market competition. Thus, enterprises can form the correct efficiency of human

resource management and help enterprises stand out in the fierce social competition. It provides reference value for human resource management in agricultural enterprises.

Scope of the study

Area of population

This study takes the main agricultural production units in Nanning, Guangxi as the research object. According to the second national agricultural general survey of Nanning, a total of 133 township level administrative units were investigated, including 18 townships, 84 towns, 19 agriculture-related sub-district offices and 12 farms; A total of 1,559 village-level organizations were surveyed, including 1,395 villages, 115 agriculture-related communities and 49 farms. There were 1,071,200 households registered in the census, of which 1,054,400 had lived in rural areas for more than one year. By the end of 2006, there were 970,300 agricultural production households and 2,144 major agricultural production units in the city. There were 2,103,400 agricultural employees and 9,314 agricultural technicians in the city. (tj.nanning.gov.cn.)

Area of Studies

The study collected data from Nanning, Guangxi Province, China. Nanning is the capital of Guangxi and the economic development center of Guangxi. Attracting all kinds of enterprises to settle in Nanning. The research object is 2144 main agricultural production units in Nanning, Guangxi. The research scope is wide, and the feasibility is strong.

Scope of Time

Questionnaires will be collected from January to October 2023 to analyze the questions and evaluate the results.

Technical Definition of terms

For the convenience of conducting research, the professional terms used in this study are clarified as follows:

Human: Human resources refer to human labor resources, which refer to the total number of people available for production or service at a specific time and location. Human resources refer to the collective term for all labor resources owned by an organization or enterprise that can be used for production or services. It includes employees within the organization, as well as external labor resources

related to the organization, such as contract workers, consultants, temporary workers, etc. Human resources are one of the most important assets of an organization or enterprise and have a significant impact on its development and competitiveness.

Management: Management refers to the effective utilization of limited resources through a series of activities such as planning, organizing, leading, and controlling within an organization or institution to achieve predetermined goals. Management involves formulating strategies, planning goals, organizing resources, guiding and motivating employees, monitoring and evaluating performance, and other aspects. The purpose of management is to achieve the mission and goals of the organization, improve efficiency and effectiveness, and promote sustainable development of the organization. Management is a universal and widely applied activity that is applicable to various organizations and fields, including enterprises, governments, non-profit organizations, etc.

Human Resource Management: Human resource management refers to the management activities of an organization or enterprise in terms of human resource planning, recruitment, training, performance evaluation, compensation and benefits, employee relations, etc., to achieve organizational strategic goals and improve employee work efficiency and satisfaction. It involves strategic planning of human resources, organizational structure design, talent introduction and development, employee relationship maintenance, and employee welfare and motivation. Through reasonable human resource management, it promotes the development of employees and the sustainable development of the organization.

Enterprise: An enterprise refers to an independent economic entity with the ability to produce and operate activities, with the goal of pursuing profits. Enterprises can take the form of self-employed individuals, partnerships, companies, joint ventures, etc. They meet market demand and earn profits by organizing resources, producing products, or providing services. Enterprises possess production factors such as labor, capital, technology, and management capabilities, and achieve business objectives through activities such as marketing, production management, and financial management. Enterprises play an important role in the economy, driving economic growth, creating employment opportunities, and contributing to society.

Agricultural Enterprise: Agricultural enterprises refer to enterprises that primarily engage in agricultural production and operation. It includes various forms of agricultural production and business activities such as planting, aquaculture, and agricultural product processing. Agricultural enterprises usually have a certain scale and organization, relying on agricultural resources and agricultural technology for production, pursuing economic benefits and market competitiveness. At the same time, agricultural enterprises also bear social responsibilities such as agricultural

product supply, food safety, and rural development. The goal of agricultural enterprises is to improve the quality and yield of agricultural products, increase farmers' income, and promote rural economic development.

Guideline: A guideline refers to a document or guideline with guidance and recommendations aimed at providing direction, recommendations, and standards for specific fields or activities. Guidelines are usually developed by professional institutions, industry associations, government agencies, etc., based on professional knowledge, research results, and practical experience to provide feasible methods, steps, and recommendations. These guidelines can be applied to various fields, such as healthcare, education, environment, architecture, safety, etc., to help people make decisions, regulate behavior, improve efficiency and quality. Guidelines are not mandatory regulations or legal requirements, but they can serve as guidance and reference to help people make wise decisions and actions in specific areas.



CHAPTER II

LITERATURE REVIEW

Theories Related to the study.

Human Resources

Peter Drucker (1954) Human Resources (HR) refers to all affairs related to employees in an organization or enterprise, including employee employment, training, compensation, welfare, performance management, employee relations and other aspects. Human resource management aims to promote the development of the organization by optimizing these affairs to maximize the efficiency and satisfaction of employees. As early as 1954, the concept of "human resources" was put forward and clearly defined by Peter Drucker, the father of modern management, in his book *Management Practice*.

Mayo, E. (1933). The concept of human resources should be first proposed by the American economist Elton Mayo. In the early 20th century, he led a human-centered study of human behavior and applied it to the workplace, emphasizing the impact of the individual and emotional needs of employees on job performance. On this basis, the theory and practice system of modern human resource management is gradually formed.

Lu Li (2021) With the change of times and working environment, the definition of human resources is also changing. At present, scholars generally believe that human resource is a kind of strategic resource, which can bring competitive advantages to the organization, but also involves many complex social, political, cultural, and legal issues. Therefore, scholars in various fields have different definitions of human resources, but they have conducted in-depth studies and discussions around employee management, organizational development and talent strategy.

Adam Smith and Marshall Schulz: Investment in Human Capital A complete concept of capital should include physical capital and corresponding human capital.

Improvements in human capital (such as human knowledge, capacity and health) contribute much more to economic growth than increases in the quantity of physical capital and Labor. Broadly speaking, human resources are people with normal intelligence. In a narrow sense, human resources are defined as the sum of people who have the intellectual and physical working abilities (tillodont) and can drive the economic development of the society in quantity and quality. (Jasher) Human resources refer to the total number of people capable of performing either

intellectual or manual labor. Human resources refer to those who create material and spiritual wealth for the society and provide labor and services for the society. Human resources refer to labor resources, that is, the total number of people in a country or region who can work. Of all capital investments, investment in people themselves is the most valuable. From 1929 to 1957, investment in education accounted for 33% of America's economic growth. Becker, J. "Human Capital: Theoretical and Empirical Analysis of Education in Particular" [1964] This is a sign that modern human capital theory has finally been established. (Becker 1964)

Management

Management refers to the process of planning, organizing, leading, controlling and coordinating internal and external resources to achieve organizational goals. Management often needs to be carried out through decision-making, communication, incentive, supervision and other means.

Taylor, F. W. (1911). The concept of management can be traced back to the work of the ancient Greek philosopher Aristotle. However, the development of modern management mainly began in the early 20th century. Frederick Taylor is regarded as one of the founders of modern Management. He put forward the theory of Scientific management in his book *The Principles of Scientific Management* published in 1911, which emphasized the foundation of experiment and data. Improve production efficiency by standardizing and standardizing working methods. Later, Henri Fayol, Max Weber and others also made important contributions to modern management.

Regarding the definition of management, different scholars and research institutions may have different interpretations. Here are some of the more common definitions:

Drucker, P. F. (1954). Management is "making knowledge workers productive."

Fayol, H. (1916). *General and industrial management*. Pitman: Management consists of "foresight, organization, command, coordination and control" five functions.

Weber, M. (1947). *The theory of social and economic organization*. Free Press: Management is the activity of "exercising power and control" within a team or organization.

Taylor, F. W. (1911). Management is "the scientific organization and control of labor processes" to improve efficiency and productivity.

Different management scientists put different emphasis on the definition of management, but they all believe that management should be a systematic activity, which requires a series of methods and skills to achieve organizational goals.

The study of management began at the beginning of the 20th century, when it was mainly concerned with the problems of productivity and industrial organization. As time goes by, management research has developed many branches, including organizational behavior, strategic management, human resource management and so on. Researchers in these subfields have come up with different definitions and theories which have had a profound impact on management practice.

Human Resource Management

Chen Duoping (2022). Human resource management refers to the management work carried out to complete the tasks involving people or personnel in the management work. Human resource management includes job analysis; Develop manpower requirements planning and recruitment; Training and development; Compensation and benefit management, performance evaluation; Labor relations management, etc. More and more attention is paid to human resource management. In a mature economic system, human resource management must be coordinated to achieve optimal resource efficiency. If inappropriate manpower is matched to inappropriate positions, resource efficiency will not be achieved or may be lost. Modern economy emphasizes balance and coordination. To improve management efficiency and quality, human resources should be coordinated for balance. The content of this is to set up the framework of human resources framework and use the most suitable people to do the most suitable work. Establish a human resource platform as a channel for communication and information collection, synthesize opinions from all parties, choose strengths from weaknesses, and deal with issues such as compensation and benefits. The most important aspect of human resources is training and development. Human resources development must invest in training to bring out the potential of human resources at all levels.

Drucker, P. F. (1974). *Management: Tasks, responsibilities, practices*. Harper & Row. Management master in "Management: Task, Responsibility, Practice" on the organization management has carried on the incisive discussion. It introduces the concept of "human resources", discusses how to manage the work of employees, and proposes that "people are resources with 'special abilities' that cannot be found in any other resources of the enterprise". Special abilities are "coordination, integration, judgment and imagination". In the past 20 years, there has been no in-depth discussion and application. Therefore, the research progress of human resource management is very slow. Until the 1980s, enterprises were faced with an increasingly complex environment, and people gradually realized the importance of human resource management for enterprises. Therefore, the theory of human

resource management began to spread widely in academia and business circles and got great development.

Simon, H. A. (1947). *Administrative behavior: A study of decision-making processes in administrative organizations*. Macmillan. With the continuous update and development of the society, all kinds of information technology is constantly changing, we need to fully realize The Times to our enterprise human resource management brought challenges and opportunities. The theory of people-oriented management clearly puts forward that the concept of enterprise human resource management needs to be innovated with the development of The Times. The management concept of people is no longer centered on the object, but fully recognizes the important role of people. The theory of people-oriented management shows that employees are the most indispensable and valuable important resources of an enterprise. It plays a unique role that cannot be replaced. If an enterprise can arrange the right person to the right position according to the comprehensive situation of employees, it can play the role of 1+1 greater than 2. Reasonable and scientific work arrangement can give full play to the maximum value and advantage of employees, which can not only continuously improve their own career value, but also further enhance the competitive advantage of the whole enterprise through reasonable work planning.

Agricultural

He Jun Xiang (2019) Agriculture is the foundation of human economic development, and the quality of agricultural development directly affects human survival and development. From 2004 to 2017, the central government issued No. 1 Central Document every year to plan and promote the development of agriculture, rural areas and farmers. China has made great progress in this regard. Due to the unbalanced allocation of resources in urban and rural structure and the large gap between urban and rural development, the modern development level of agriculture is in line with the overall development of the national economy. At present, the production and operation scale of agricultural units and enterprises is generally small, and the management system and technological innovation ability are weak. Under the high consumption of limited funds and resources, their brand awareness is not strong. The development of agricultural industry chain is not very perfect, the high cost of agricultural production and management in our country, the price of multi-tree agricultural products is generally higher than that of international market, which affects the development of modern agriculture in our country.

Zhang Zhi qiong(2021) Along with the continuous development of our agricultural economy, the competition between agricultural units and enterprises is

more and more fierce, since the reform and opening up, our agricultural development speed is more and more fast, the state has introduced relevant policies for many times, to solve agricultural problems, brought many opportunities for our agricultural economic development, many agricultural enterprise units began to participate in agricultural economic construction. However, the management mechanism of many small and medium-sized enterprises is relatively backward, and the managers of small and medium-sized enterprises generally have low education level, and the professional ability of the personnel is not strong enough, which makes them afraid to match and absorb professional agricultural managers into the enterprise. Only by attaching importance to human resource management, can we absorb more professional and technical personnel for enterprises, and help enterprises realize modernization and scientific management development.

Agricultural Enterprise

Zhao Jiahao (2017) The development of agricultural enterprises is based on human resource management. Whether human resource management develops healthily and conforms to the future development mechanism of the enterprise determines the future development direction of the enterprise, even the core part of the enterprise. According to the investigation, the human resource management of Chinese small and medium-sized enterprises is mainly professional agriculture and professional field workers, their education level is low, the overall quality needs to be improved, the enterprise staff has a high level of education or professional technology, cannot meet the development needs of enterprises. In addition, the current situation of enterprise internal management is difficult to accept, the new development concept and new business model, its management concept needs to be strengthened and improved, restricting the development of agricultural units. In 2017, agriculture was put on the agenda for the 13th consecutive year in the No.1 Central Document. Therefore, how to ensure the stable development of agriculture is the top priority of our government's work. China is an agricultural country. Agriculture attracts many practitioners with the appearance of "low threshold", which also poses a challenge to the human resource management of agricultural enterprises. This paper emphatically analyzes the existing problems and development status of human resources in agricultural enterprises and puts forward practical and effective countermeasures for agricultural development.

Zhu Yang Hao (2018) High-tech enterprises need high-tech personnel. Only by injecting professional high-tech personnel can our enterprises establish an invincible position in the competition. There are many problems in human resource management and enterprise development of high-tech personnel in Chinese

agricultural units, which not only hinder the development of enterprises, but also affect the development of national economy on this basis. High-tech industry, high-tech talents and agricultural enterprises need to change the traditional view of agriculture and improve the core competitiveness of agricultural enterprises. Only professional human resource management can improve the high-tech level, conducive to the future development of enterprises, so that enterprises stand out in the fierce social competition. Therefore, agricultural high-tech enterprises should understand the particularity of human resource management and promote its healthy development.

In the aspect of language communication, the communication cost is relatively high, and the management difficulty is also increased. On the production line, most of them are migrant workers who care more about treatment, so they will be attracted to work in places with high pay, and the turnover is very unstable. Some lower-level staff left abruptly without giving the company enough time to restaff. Their goals are realistic. The company's cultural vision and institutional processes are too unrealistic for most of the lower-level employees. As a result, most agribusiness units are less willing to invest in a soft environment. Even though China has hundreds of agricultural colleges, with thousands of students and many degrees, the structural contradiction in talent remains acute. The human resource system of agricultural institutions is difficult to establish, and is affected by various industry reasons, especially natural factors. Agricultural products also fluctuate greatly in marketing. There is a lack of quantitative standards for the performance evaluation of professionals.

Lin Chongde (December 2003). American psychologist Herzberg proposed in 1959. He divided the relevant factors in the enterprise into two types, namely satisfaction factors and dissatisfaction factors. Satisfaction factors refer to factors that can provide satisfaction and motivation to people. Dissatisfaction factors refer to factors that are prone to generating opinions and negative behaviors, namely health factors. He believes that these two factors are the main factors affecting employee performance. The content of health factors includes company policies and management, supervision, salary, colleague relationships, and working conditions. These factors are all factors outside of work. If satisfied with these factors, it can eliminate dissatisfaction and maintain original work efficiency, but it cannot motivate people to behave more positively. Motivation factors are related to the job itself or job content, including achievements, appreciation, the significance and challenge of the job itself, sense of responsibility, promotion, development, etc. If these factors are satisfied, they can generate great motivation, and if not satisfied, they will not generate dissatisfaction like healthcare factors.

Shi Lei, Cui Xiaotian, Wang Zhong (September 1988). Health factors refer to the factors that cause employee dissatisfaction. If health factors cannot be met, it is easy for employees to develop dissatisfaction, slack off, and even cause confrontational behaviors such as strikes; But after a certain degree of improvement in health factors, no matter how much improvement efforts are made, it is often difficult to make employees feel satisfied, so it is difficult to stimulate their work enthusiasm. Therefore, in terms of health factors, the opposite of "dissatisfaction" should be "no dissatisfaction". Health factors include salary, working conditions, corporate policies, administrative management, labor protection, leadership level, welfare benefits, safety measures, and interpersonal relationships. These factors all belong to the factors of work environment and work relationships and are necessary conditions for maintaining employees' mental health and resilience, hence they are called maintenance factors. It cannot directly motivate employees, but it has a preventive effect.

Herzberg (July 1, 2009). Motivation factors refer to factors that can make employees feel satisfied. The improvement of incentive factors can greatly stimulate employees' enthusiasm for work and improve labor production efficiency, resulting in satisfactory results for employees; But even if the management does not provide them with satisfactory satisfaction, incentive factors often do not make employees feel dissatisfied. Therefore, in terms of incentive factors, the opposite of "satisfaction" should be "no satisfaction".

Qing Tao (September 2006). "Herzberg reasoned that because the factors causing satisfaction are different from those causing dissatisfaction, the two feelings cannot simply be treated as opposites of one another. The opposite of satisfaction is not dissatisfaction, but rather, no satisfaction. Similarly, the opposite of dissatisfaction is no dissatisfaction." The opposite of satisfaction is not dissatisfaction but dissatisfaction; the opposite of dissatisfaction is not satisfaction but no dissatisfaction.

Herzberg, F. (1966). *Work and the Nature of Man* "is a book published by Herzberg in 1966, in which he explores the impact of work on human nature. In this book, Herzberg proposed the two-factor theory, which is one of his most important contributions. He believes that satisfaction and dissatisfaction in work are determined by two sets of factors: motivational factors and hygiene factors. Motivational factors include factors such as achievement, growth, responsibility, and recognition, which can bring job satisfaction, while hygiene factors include salary, working conditions, company policies, etc., which can prevent dissatisfaction and dissatisfaction. Herzberg's research suggests that only by providing motivational factors can employees' intrinsic motivation be truly stimulated, thereby improving job satisfaction and performance. This book provides a detailed explanation of the dual factor theory

and empirical research support, which has a significant impact on both theoretical and practical aspects of organizational management and employee motivation.

Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The Motivation to Work* "is a book co-authored by Herzberg, Mausner, and Snyderman in 1959. This book is an early exposition and empirical study of the dual factor theory. In this book, the author explores the impact of work on individual satisfaction and motivation by studying the influencing factors of work motivation. They found through surveys and interviews with 200 workers that job satisfaction and motivation are closely related to motivational factors such as job content, sense of achievement, and sense of responsibility. At the same time, they also found that hygiene factors such as salary and working conditions are only factors that prevent dissatisfaction and dissatisfaction and cannot truly improve job satisfaction. This book has played an important role in promoting the development and application of the dual factor theory and provided a foundation and inspiration for subsequent research.

Fulkerson, J. R., & Hardin, M. (1978). *A Test of Herzberg's Two Factor Theory of Job Satisfaction in a Public Sector Setting* "is a research paper published by Fulkerson and Hardin in the *Journal of Occupational Psychology* in 1978. This paper mainly explores the applicability of Herzberg's dual factor theory in public sector work environments. In the study, the author used a questionnaire survey method to investigate employees in the public sector and used statistical analysis methods to verify the hypothesis of the dual factor theory. They focused on the impact of job motivation factors (such as achievement, growth, responsibility) and hygiene factors (such as salary, working conditions) on employee job satisfaction. The research results support the core viewpoint of the dual factor theory, which is that job motivation factors play an important role in improving employee job satisfaction and performance, while hygiene factors can only prevent dissatisfaction and dissatisfaction. These findings have implications for managers and decision-makers in public sector organizations, in order to better understand and meet the work motivation and satisfaction needs of employees, thereby improving organizational performance and efficiency.

Chow, I. H., & Chiu, R. K. (2012). This article mainly discusses the job satisfaction of Chinese white-collar employees and conducts research using Herzberg's two factor theory. The article explores the relationship between job satisfaction and internal factors (such as achievement, recognition, job itself) and external factors (such as salary, benefits, and work environment) in Herzberg's theory through investigation and analysis. The research results indicate that internal factors have a more important impact on the job satisfaction of Chinese white-collar employees, while external factors have a smaller impact on job satisfaction. Therefore, the key to improving the

job satisfaction of white-collar employees is to focus on and enhance the quality of the work itself and internal motivational factors. This study has practical significance for understanding the job satisfaction and influencing factors of Chinese white-collar employees.

Saari, L. M., & Judge, T. A. (2004). This article mainly discusses the relationship between employee attitudes and job satisfaction. Through literature review and empirical research, the author explores the interaction between employee attitudes and job satisfaction, as well as its impact on organizational performance and employee behavior. The research results indicate that there is a close relationship between employees' attitudes and job satisfaction, as well as their level of work engagement, organizational commitment, and turnover intention. The article also explores some factors that affect employee attitudes and job satisfaction, such as job characteristics, leadership behavior, organizational culture, etc. This study has important practical significance for understanding and managing employee attitudes and job satisfaction, as well as improving organizational performance.

Management tool of Planning, Organising, Leading and Controlling (POLC)

Koontz, H., & O'Donnell, T. (1964). POLC framework is a basic framework in management. It was first proposed by the famous American Management scientists Harold Koontz and Theodore O'Donnell in their work *Principles of Management* in 1964. In the book, Kirch and Odor believe that management is a process of coordinating various resources to achieve organizational goals. They divide management functions into four basic functions, namely planning, organizing, leading and controlling, and abbreviate them as POLC. Since then, POLC framework has become an important theoretical framework in management, which has been widely used in the management practices of various organizations and enterprises and has become an indispensable part of modern management.

Gary Dessler and Richard V. Lester (1996). In addition to the classic book *Principles of Management*, Cochise and Odol elaborated the principles and practices of Management in many other books, such as *Management: A Systems and Contingency Analysis of Managerial Functions*, *Essentials of Management*, etc. This paper discusses the practical methods and skills of the four management functions of planning, organization, leadership and control, and has an in-depth understanding and application of POLC framework.

Liyuan Wei, Jiahui Sun and Jingyi Liu (2017). This paper discusses how to apply POLC framework in enterprise management, puts forward some concrete application suggestions and practical cases, and provides useful guidance and help for enterprise managers.

Warren Bennis and Philip Slater (1964). This paper is one of the earliest academic studies on the POLC framework. It discusses the different views and controversies of management scientists on the understanding and application of management functions such as planning, organization and leadership, and has some implications for the formation and development of POLC framework.

Peter F. Drucker (1954). The book is a classic work in the field of management. It puts forward many important views and methods on management principles and practices and has a certain influence on the formation and development of POLC framework. Drucker emphasized the goal-oriented and efficient-first principles of management, and put forward many management methods and skills, which made outstanding contributions to the development of modern management.

Lamond, D. (2004). POLC framework refers to the four management functions of Planning, Organizing, Leading and Controlling. These management functions help businesses and organizations manage and operate effectively. The first is Planning, which involves setting the goals of the organization, making strategies and decisions, planning the use of resources and scheduling. The planning function can help the organization make the right direction and decision, so that it can achieve the set goals. Then there is Organizing, which involves determining the structure of an organization, formulating responsibilities and authorities, arranging resources, and coordinating activities. Organizational functions can help an organization establish a reasonable structure and resource allocation so that it can operate and develop effectively. Then there is Leading, which involves stimulating employee motivation and creativity, making incentive plans and managing employee performance. The leadership function can help an organization establish a good leadership and team culture and promote employees to maximize their potential. The last part of Controlling is controlling, which involves setting standards, monitoring performance, correcting deviations and adjusting strategies. The control function can help organizations monitor and evaluate operational performance, find problems in time and take measures to correct them. These management functions are interrelated and interact with each other to form the POLC framework. Their effective application can help enterprises and organizations to achieve efficient management and operation and achieve sustainable development.

Human resources (HR)

Smith, A. (1776). The concept of manpower comes from the development of human society and the needs of economic activities. There is no clear proposer or time for the formation of this concept. However, with the continuous development of human society and the gradual expansion of economic activities, people began to study and manage human resources. Adam Smith made an in-depth study of the value of labor, put forward the idea of division of labor and market competition, and regarded labor as one of the main factors to create wealth. In his opinion, workers should get remuneration commensurate with their contributions, which is also a basic principle of compensation and welfare design in human resource management.

Marx, K. (1867). Karl Marx elaborated on the nature of Commodity Exchange and wage labor in *Das Kapital*, emphasizing the importance of surplus value and class struggle. He believed that laborers were not willing to work, but forced to serve capitalists, which triggered the attention to the protection of workers' rights and labor unions and promoted the development of human resource management.

Taylor, F. W. (1911). Frederick Taylor is one of the founders of modern management. He put forward a series of scientific management principles, such as analyzing workflow, developing standardized operating procedures, and cultivating efficient employees. These principles are widely used in human resource management.

Human Resource Management (HRM)

Human resource management refers to the process of scientific and reasonable planning, organization, command, coordination and control of human resources in enterprise organizations by using modern management theories and methods. It mainly includes the acquisition, training, management, motivation and evaluation of human resources. There are many advocates of human resource management. As early as the early 20th century, Taylor put forward the idea of "scientific management", emphasizing that management should be based on facts and data. In the 1930s, the Hawthorne experiment made researchers pay attention to the influence of human factors on work, which gradually formed the theoretical system of behavioral science management. Later, with the change of industrial structure, people realized the importance of human resources, and gradually formed a special theory of human resources management.

Becker, G.S. (1964). Research on human resource management has the following aspects published by Gary Becker in 1964, which mainly discusses the concept and importance of human capital. The author believes that, like traditional capital, human capital is also a resource that can be invested and accumulated. It is

the sum of individual knowledge, skills and abilities acquired through education, training and experience. This paper proposes a new framework, which regards education as the main source of human capital and proves the important impact of human capital on economic growth and income distribution through empirical research. He believed that education could not only improve the skills and productivity of individuals, but also improve the economic condition of society and reduce poverty. It has a profound influence on human resource management, educational policy making and economic development strategy, and is regarded as the foundation work of human capital theory, as well as a classic work in modern economics.

Hammonds, K.H. (2005). A 2005 article by Keith H. Hammonds, published in *Fast Company* magazine, explores the importance of the human resources department in an organization and its possible problems. Hammonds believes that the HR department fails to play its proper role and is often seen as an administrative and support department. He pointed out that human resources departments focus too much on processes and procedures and ignore the actual needs of employees and organizations. In addition, Hammonds criticized the human resources department for its lack of innovation and foresight in areas such as recruitment, training and performance management. Hammonds suggests solutions to help HR departments become more valuable and influential. He argued that human resources departments should pay more attention to the needs of employees and improve their work by developing better recruitment strategies, offering more flexible benefit plans and implementing more effective performance evaluation methods.

Smith, J. (2010). Elena Dorina Miracles studies the influence of internal and external factors on human resource management practices in multinational enterprises. Through literature review and empirical research, it is found that internal factors such as organizational culture, leadership style, employee knowledge and skills, as well as external factors such as national culture, legal system and economic environment will have an important impact on human resource management in multinational enterprises. How these factors affect human resource management practices such as recruitment, training, performance evaluation and compensation management is further analyzed. The research results can help researchers better understand the influence of human resource sources on enterprises' human resource management practices, and help enterprises develop more scientific policies on talent recruitment, training and incentive.

Guest, D. E. (1987). David Guest discussed the relationship between human resource management and industrial relations, emphasized that human resource management should play a more important role in organizations, and put forward

the concept of "human resource process". Describes the relationship between human resource management and industrial relations. The authors point out that both are very important aspects of an organization because they directly relate to the relationship between employees and employers. The respective characteristics and functions of human resource management and industrial relations are discussed, and their interaction in practice is emphasized. Some of the challenges and contradictions between human resource management and industrial relations are discussed, such as cooperation between management and trade unions, employee participation and industrial relations. Finally, the author puts forward some suggestions to help organizations better cope with these challenges and contradictions and promote the common development between employees and organizations. Emphasis will be placed on exploring the relationship between human resource management and industrial relations, including their history and development, characteristics and functions, interactions and some of the challenges and contradictions that exist. This paper aims to help organizations better cope with these challenges and contradictions and promote the collaborative development between employees and organizations.

Guest, D. E. (1987). This article focuses on the relationship between human resource management (HRM) and industrial relations (IR). According to the author, HRM and IR are both important factors affecting the behavior of organization members, but they have different goals, methods and values. HRM emphasizes individualism, flexibility and efficiency, while IR pays more attention to collective interests, stability and justice. The authors further discuss how these two approaches can be combined in practice to achieve organizational goals. At the same time, some challenges between HRM and IR and future research directions are also discussed.

Storey, J. (1992). This article focuses on an analytical review of developments in the field of human resource management (HRM). The author discusses the definition of HRM, its development and its practice in different countries and cultures. This article also discusses the differences between HRM and traditional personnel management and points out that HRM emphasizes the two-way relationship between employees and organizations, that is, employees' contribution to the organization and the organization's return to the employees should be mutual. In addition, this paper also discusses the role and significance of HRM in organizations, including improving organizational efficiency, promoting employee development and enhancing organizational competitiveness. Finally, the author puts forward the direction and focus of future research, including the development trend of HRM in the context of globalization and cross-cultural management.

Ulrich, D., & Lake, D. G. (1990). This article mainly discusses the concept and importance of organizational competence. The author believes that organizational

ability is an inherent and hard to imitate resource, which can help enterprises gain lasting advantages in market competition. The article points out that organizational capacity includes four aspects: strategic positioning, process management, talent development and cultural construction. These four aspects are interdependent and together constitute the core competitiveness of enterprises. The article also puts forward some practical suggestions to help enterprises improve their organizational ability. For example, an effective human resource management system should be established, staff training and development should be strengthened, and internal communication and knowledge sharing should be emphasized. In addition, the author also emphasizes the importance of leadership, pointing out that the enterprise needs to have a visionary leader, to lead the enterprise to continuously improve the organizational capacity. In conclusion, this article emphasizes the critical role of organizational capability in the success of a business and provides practical suggestions to help enterprises improve their organizational capability.

Beer, M., Spector, B., Lawrence, P. R., Mills, D. Q., & Walton, R. E. (1984). This article is about human resource management, mainly from the perspective of senior managers to discuss the importance of human resource management and practical methods. The author believes that human resource management is not only a professional field, but also one of the important factors for the strategic success of enterprises. The article first emphasizes the impact of human resource management on employee morale, work performance and corporate image. It also makes many practical recommendations, such as establishing effective recruitment and selection procedures, formulating fair salary and promotion policies, developing employee training plans, and motivating employees to participate in corporate decision-making. In addition, the article also discusses the role of human resource management in organizational change. The author points out that human resource management can promote the success of organizational change, for example, by cultivating employees' adaptability to change and encouraging innovative thinking. Finally, the article reminds senior managers to view human resource management as the responsibility of the entire organization, not just the human resources department. Only senior managers can really promote human resource management to be valued and successful in the enterprise.

Boxall, P., & Purcell, J. (2011). This article mainly discusses the relationship between strategy and human resource management. The author believes that human resource management should be closely integrated with corporate strategy to achieve corporate goals and missions. This paper first introduces different types of corporate strategies, such as cost leadership strategy, differentiation strategy and focus strategy, and emphasizes the importance of human resource management in

realizing each strategic direction. The author further discusses human resource management activities in the strategic context, such as job analysis, recruitment, selection, training and performance evaluation. In addition, the author also discusses the role of human resource management in enterprise innovation and change. They point out that human resource management can promote innovation and change of enterprises by establishing an adaptable organizational culture and cultivating employees' innovation ability. Finally, it is mentioned that considering HRM as part of corporate strategy is one of the keys to ensure the success of an organization. The authors call on corporate leaders, HR experts and employees to work together to integrate human resource management with corporate strategy and promote the sustainable development of organizations.

management tool of Plan, Do, Check and Act (PDCA)

Deming, E. W. (1986). PDCA is short for Plan-Do-Check-Act, also known as Deming loop. It is a systematic, continuous improvement approach to management. PDCA was proposed by Edwards Deming, a famous quality management scholar in Japan. PDCA consists of four stages: 1. Plan: formulate goals and plans, determine resources, methods and schedules, etc., and specify process control indicators for the implementation of PDCA cycle; 2. Execution (Do) : Execute according to the plan, collect data and record all problems found in the execution process; 3. Check: Evaluate the implementation results, compare the difference between the expected effect and the actual effect, and determine the reasons; 4. Action (Act) : Take corrective actions to address existing problems, correct deficiencies, and set goals and plans for the next PDCA cycle. PDCA is an iterative management approach that helps organizations continually optimize and improve business processes, improve quality and efficiency, and reduce waste and risk. Therefore, it is widely used in many fields, such as manufacturing, process management, project management, quality management and so on.

Li, Y., & Sun, L. (2019). discussed how to apply PDCA cycle to optimize human resource management in a manufacturing enterprise. Specifically, the study uses a case study to analyze the problems faced by the business in personnel recruitment, training, performance evaluation and benefit management, and proposes ways to solve these problems through the PDCA cycle. In the first planning stage, researchers first identify the areas of human resource management that need to be improved and formulate corresponding goals and plans. In the second implementation phase, they implemented relevant human resource policies and measures and collected data for monitoring and evaluation. In the third inspection phase, the data was analyzed and the gap between actual and expected performance was compared.

Finally, in the fourth action phase, they took adjustment and improvement measures based on the results of the inspection phase, and continuously monitored and evaluated the implementation effect, thus forming a closed-loop PDCA cycle process. The findings suggest that by applying the PDCA cycle, companies can manage their human resources more effectively, improve employee performance and satisfaction, and thus improve overall organizational performance.

Lee, H., Kim, I., & Park, S. (2020). How to use PDCA cycle to improve employee performance management in service enterprises. Through a case study, the paper discusses the problems faced by the enterprise in the aspects of organizational objectives, employee performance evaluation, training and development, and puts forward the method of applying PDCA cycle to solve these problems. The researchers applied the PDCA cycle to the four stages of planning, execution, inspection, and action, resulting in continuous improvement and optimization and improved overall organizational performance and competitiveness. This study also discusses the application value and realization path of PDCA cycle in employee performance management of service enterprises in detail. The results of this study show that by applying the PDCA cycle, service enterprises can manage their employee performance more effectively, improve employee work quality and satisfaction, and thus improve the overall organizational performance and competitiveness. In addition, this study also points out the application value and realization path of PDCA cycle in employee performance management of service enterprises.

Yıldız, N. (2020). This article focuses on the impact of the PDCA cycle on employee empowerment, job satisfaction, and organizational commitment. The authors conducted an empirical study using a Turkish manufacturing company to collect data through questionnaires and analyze the data using structural equation models. The results show that PDCA cycle has a significant positive effect on employee empowerment, job satisfaction and organizational commitment. Specifically, the PDCA cycle can improve employees' self-decision-making ability, job satisfaction and organizational commitment, thus promoting the continuous improvement and development of the enterprise. This study provides theoretical and practical support for the implementation of PDCA cycle in enterprises, and also provides a new perspective for the research of employee management and organizational behavior.

Agricultural Enterprise

Zhang, Y., Liu, X., & Yao, H. (2020). This paper focuses on the research of human resource management in agricultural enterprises under the background of supply-side structural reform. This paper analyzes the human resources in agricultural enterprises and puts forward some ideas and measures to strengthen human resources management in agricultural enterprises in the new situation. To be specific, this paper puts forward a series of feasible suggestions from the aspects of perfecting talent training mechanism, optimizing employment structure, strengthening salary incentive, perfecting performance evaluation and career development, etc., aiming at promoting the sustainable development of agricultural enterprises and improving employee performance. Therefore, this paper can provide reference for the practice of human resource management in agricultural enterprises.

Wang, M., Hu, J., & Chen, Q. (2019). This paper mainly discusses the establishment of human resource management ability evaluation index system in agricultural enterprises. By summarizing and analyzing relevant literature and combining with the actual conditions of Chinese agricultural enterprises, the author proposed an evaluation index system of human resource management ability of agricultural enterprises which was based on organization structure, human resource planning, recruitment and selection, training and development, performance management, compensation management, employee relationship management and so on. The purpose of this paper is to provide scientific, comprehensive and effective human resource management ability evaluation guidance for agricultural enterprises, further optimize the human resource management of agricultural enterprises, improve the management level and competitiveness. Therefore, this paper has an important reference function for strengthening human resource management in agricultural enterprises.

Tang, W., & Wang, F. (2018). This paper mainly analyzes the human resource management environment of agricultural enterprises in the new era. Based on the research of talent market, policy environment and industry development, the author points out the challenges and opportunities faced by agricultural enterprises in human resource management, such as the decrease of migrant workers, the rise of labor costs, brain drain and so on. Based on the actual situation, this paper puts forward some measures to strengthen the management of human resources in agricultural enterprises, including perfecting the salary system, improving the treatment of employees, establishing the training mechanism, optimizing the employing mechanism and so on. The focus of this paper is to conduct in-depth analysis and research on the human resources management environment of agricultural enterprises in the new era, and put forward feasible countermeasures and

suggestions, which has certain reference value for further promoting the human resources management of agricultural enterprises.

Li, Y., Ma, L., & Gao, X. (2017). This paper mainly carries on the SWOT analysis of human resource management in Chinese agricultural enterprises. The author analyzes and evaluates the advantages, disadvantages, opportunities and threats of human resource management in Chinese agricultural enterprises from the aspects of internal factors and external environment. In the aspect of internal factors, the author analyzes the advantages and disadvantages of agricultural enterprises in the aspects of talent selection, training and incentive. In terms of external environment, the author focuses on the opportunities and threats brought by policy environment, enterprise competition, talent market and other factors to human resource management in agricultural enterprises. At the same time, based on the above analysis results, the author also puts forward the corresponding management suggestions, such as strengthening the staff training, optimizing the compensation and welfare system, improving the employment mechanism, etc. This paper focuses on the SWOT analysis of the current situation of human resource management in Chinese agricultural enterprises, and provides targeted management suggestions for agricultural enterprises, which has certain practical application value.

Zhao, J., & Zhang, K. (2016). This paper mainly studies the path of human resource management innovation in agricultural enterprises under the background of Internet +. Based on the analysis of the existing problems of human resource management in agricultural enterprises, the author puts forward the direction and ways of using Internet + technology to promote the innovation of human resource management in agricultural enterprises. Specifically, the author discusses how to use Internet + technology to realize the digitalization and networking of human resource management in agricultural enterprises, and puts forward some feasible operational suggestions, such as strengthening the application training of Internet technology, optimizing the recruitment of personnel, building the internal cooperation platform, and constructing the perfect performance evaluation mechanism. The focus of this paper is to put forward the direction and ways to promote the innovation of human resource management in agricultural enterprises under the background of Internet +, and to provide practical reference for the digital intelligent transformation of human resource management in agricultural enterprises.

This study will collect and analyze the understanding of employees in agricultural enterprises on the current situation of human resource management, improve the methods of human resource management, and collect questionnaires of employees in agricultural enterprises, especially in human resource management positions, with emphasis on collection.

Related research

Research on the loss of manpower

According to the book Organization, talents consider whether to leave an enterprise based on two aspects: job satisfaction, such as organizational atmosphere, job competence, interpersonal relationship and promotion opportunities, as well as the difficulty of labor market and external job opportunities. (March Simon).

Internal factors of the company can more affect the mentality of employees, so that employees can decide whether to leave the company or stay in the company or have strong feelings and loyalty to the company. (Bevin, 1987).

A famous psychologist has conducted research from the perspective of environment, in which he believes that people's personal abilities, their internal conditions and external environment will directly affect their own work performance and efficiency, and an environment that is not conducive to talent development will prompt employees to leave the company. (Lewin).

Research on employee training

American economists pointed out that "not all human resources are the most important resources. Only through certain ways of investment, human resources with certain knowledge and skills are the most important resources among all resources." The importance of training in human resource management. (Odor Schulz, 1960).

This paper studies the theory of employee training from the perspective of psychology and focuses on the problem of training evaluation and the mode of obtaining information in the training system. (Goldstein, 1992).

The four - level evaluation model includes response evaluation, learning evaluation, behavior evaluation and effect evaluation. (Coke trick Pa, 1974) Group training should be open, free, dynamic, imaginative and adaptable to social development, rather than a fixed thinking mode with rules and restrictions. The trained personnel can mobilize their positive creativity, thinking ability level, judge, think and learn according to their own work experience, emotion and logical thinking. Explore open-ended questions. Through training and learning, employees can change their attitudes, values and behaviors, to better understand themselves, accept others, improve interpersonal relations and promote healthy development. (Rogers, 1965).

Human resource management theory

Human resource management is mainly based on the value concept of people, especially advocates the people-oriented management thought, studies the relationship between people and things and the organization system, and through the unique effective mode, it gives play to the creativity of the group, and has a healthy impact on the human society. (Huang Ying Zhong, 1995)

Human resource management for all levels of the society, all types of different industries of personnel management process is mainly reasonable, the use of human resource management, to give full play to its role, to promote the continuous growth and development of social organizations. (Liao Quan Wen, 1991).

Learn western HRM theories, and according to the actual situation in China, analyze the advantages and disadvantages of human resource management system in the macro and human resource management in Chinese enterprises in the micro. (Zhao Shuming, 1995).

Performance management

In order to achieve the development goals of the enterprise, to promote the overall and individual development of the enterprise, to meet the development of the enterprise, through standardized management, and constantly improve the performance of the individual and the organization, to improve and promote the development of the enterprise. (Wang Huaiming, 2004).

Enterprise performance management appraisal has been a lot of controversy, according to the current human resource management performance appraisal theory, we can design a set of new performance appraisal method, analyze its inherent characteristics, give full play to its maximum role. (Li Zhong, 2011).

Compensation management

Compensation management is a very important function in human resource management of enterprises, which relates to the interests of enterprises and employees, but also relates to the effectiveness of enterprise incentive mechanism, the rationality of the compensation system, related to the problem of staff turnover, whether the compensation distribution is fair and reasonable, directly affects the work efficiency and work behavior of employees. (Xu Yan, 2010).

A scientific and reasonable salary management system can make excellent talents stay in the enterprise and enable employees to make continuous efforts for the goal of the enterprise. Through the investigation and research of several enterprises, the differences in salary management are compared, and the advantages and disadvantages of each type of salary management are analyzed, and the

scientific salary management type is deeply discussed, so that the enterprise can be used for reference in the actual production. (Li Wenwu & Wang Jia, 2010).

Conceptual Framework

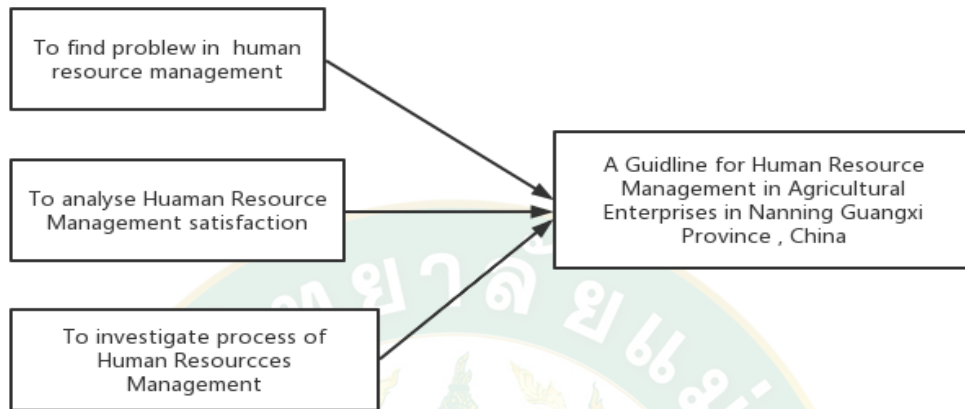


Figure 1 concept framework

CHAPTER III

RESEARCH METHODOLOGY

Local of the study

The focus of this study is the human resource management research process of agricultural enterprises, and how to improve and improve under the background of the rapid development of the world economy. Therefore, Nanning, the capital of Guangxi Province, was selected for this sample survey. Compared with other urban areas in Guangxi, there are more agricultural enterprises in this city, which is very convenient for our data survey.

Population and Sampling Procedure

Sampling is a way of selecting a few samples from a total, especially a representative sample, that can be representative of the entire population so that researchers can make scientific judgments about the results of the study. Based on the data obtained from the survey, the corresponding index values for the whole population are derived. The purpose of the sampling survey is to infer the overall index using the sampling index, in which mathematical statistics are used.

The objects of this study are 2,144 main agricultural production units in Nanning, Guangxi, with a total of 2,103,400 agricultural employees in the city, including employees in the agricultural enterprise sector, especially those in the human resources management department. The total number of samples in this study is known. Therefore, sample size was determined using the Ya-mane formula in the case of limited numbers and known population size.

Population and sampling

The object of this study is the staff of agricultural enterprises, especially the staff of human resource management department, which is the main agricultural production unit in Nanning, Guangxi.

Sample size and Sampling

The object of this study is the employees of the agricultural enterprise department, especially the human resource management department, which is the main agricultural production unit in Nanning, Guangxi. The total number of samples in

this study is known. Therefore, sample sizes are determined using the Ya-mane formula in the case of limited numbers and known population sizes.

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

$$n = \frac{2144}{1 + 2144 \times 0.05^2} = 337.11$$

$$n \approx 337$$

Where n =sample size

N=population size =2144

e=error(0.05)reliability level 95%

e =level of precision always set the value of 0.05

Measurement of Variable

Further measure the situation of these variables by collecting survey questionnaires. For a sample size of 377 individuals, mainly from the agricultural enterprise department of agricultural production units, especially employees from the human resources management department. Conduct a questionnaire survey. A Guideline for Human Resource Management in Agricultural Enterprises in Nanning Guangdong Province, China. The questionnaire consists of three parts and consists of 45 questions, including:

Part 1: Personal Information. There are 6 questions in this section (Sex, Age, Education Level, Position, Year salary, Working experience.)

Part 2: Human Resource Management satisfaction. This section contains 37 questions.

Part 3: Other Recommendations. There are two issues with this section. The rating level for the second part is 5, as shown in the following figure:

Strongly Satisfy	=	5
Satisfy	=	4
Neutral	=	3
Lower Satisfy	=	2
Lowest Satisfy	=	1

Scale	Range
Strongly Satisfy	4.21-5.00
Satisfy	3.41-4.20
Neutral	2.61-3.40
Lower Satisfy	1.81-2.60
Lowest Satisfy	1.00-1.80

Figure 2 Interpretation Scale of Descriptive Statistics

The above shows the scope based on the questionnaire survey. These ranges will be used to explain the average and standard deviation of satisfaction.

Research Instrument

This paper mainly focuses on the questionnaire survey and collates and analyzes the survey data. In the research process, verify the reliability of the survey data, describe and count the basic situation of the sample, and then use the social science statistical program (SPSS) to code and analyze it. SPSS is a commonly used statistical program in the research.

Pretesting of the Instrument

In this study, we conducted a preliminary survey of the respondents using statistical software. The table was compiled based on the model and combined with scales from some scholars. To ensure the basic reliability and validity of the table, we localized and translated it, and made predictions for the table. Then, we conducted the survey using online spreadsheets, mainly through platforms such as WeChat and LINE. To verify the reliability and validity of the table, 39 data tables were randomly assigned to the target pollutant group, and visual scales were tested and analyzed for reliability and validity.

Reliability Test

Reliability testing is a method used to evaluate the reliability and stability of measurement tools. The most used reliability coefficient is the "Cronbach" coefficient. The coefficient increases, resulting in stability and reliability coefficients. This study used IBM SPSS Statistics 26 to check the reliability of the measurement scale, in order to evaluate the consistency and stability of the scale items and ensure that they can accurately measure the corresponding dimensions. If the reliability coefficient reaches 0.7, it means good internal consistency (Cronbach, 1951). If the Cronbach Alpha coefficient of the entire scale is greater than the Cronbach Alpha coefficient of the

dimension after deleting the item, it indicates that the reliability coefficient of the scale will increase after deleting the item, so the item should be deleted.

This study conducted a reliability test on the scales used in the questionnaire to ensure the reliability of the study. The reliability analysis results of measurement items such as Recruitment Orientation, Training and Development, Compensation Benefits, Performance appraisal, Employee motivation, Career development, conducting job analysis, etc. are shown in the table.

Validity Test

Validity testing is a method used to verify whether a measurement tool can accurately reflect the required measurement content. Validity correction, indicating the degree to which the measurement tool can accurately reflect the required measurement content; On the contrary, it indicates a lower degree of measurement.

Component analysis is the most used method for structural validity analysis, which uses dimensionality reduction to derive common factors from the items in the research design, which represent the basic structure of the table. The results of component analysis can be used to evaluate the structural efficiency of the table.

KMO value is an indicator used for the applicability of factor analysis, with values ranging from 0 to 1. If the KMO value is above 0.6, it indicates that these items are suitable for factor analysis. The closer the KMO value is to 1, the more applicable the factor analysis is.

The Bartlett test is also a method used to evaluate the applicability of factor analysis, and its results can determine whether the sample data is suitable for factor analysis.

Based on the KMO and Bartlett test results in the table, we can conclude that these items are suitable for factor analysis, and the applicability of factor analysis is corresponding.

Table 1 Validity Analysis (KMO)

Variable	Bartlett's Test of Sphericity		
	Approx.	Chi-Square df	P-value
Recruitment & Orientation	160.868	10	0.000
Training and Development	123.163	10	0.000
Compensation & Benefits	209.587	10	0.000
Performance appraisal	279.431	21	0.000
Employee motivation	166.698	10	0.000
Career development	111.391	10	0.000
Conducting job analysis	84.556	10	0.000

According to the grid, the KMO value of Recruitment Orientation is $0.888 > 0.6$, with a significant p-value less than 0.001, indicating that the KMO value of Recruitment Orientation is suitable for further factor analysis. The KMO value of Training and Development is $0.792 > 0.6$, with a significant p-value less than 0.001, indicating that the variable is suitable for further factor analysis. The KMO value of Compensation Benefits is $0.896 > 0.6$, with a significant p-value less than 0.001, Explain that the Compensation Benefits scale is suitable for further factor analysis; The KMO value of Performance cosmetic is $0.835 > 0.6$, with a significant p-value less than 0.001, indicating that Performance cosmetic is suitable for further factor analysis,

The KMO value of Employee motivation is $0.756 > 0.6$, with a significant p-value less than 0.001, indicating that the Employee motivation scale is suitable for further factor analysis. The KMO value of Career development is $0.709 > 0.6$, with a significant p-value less than 0.001, indicating that the Career development scale is suitable for further factor analysis; The KMO value of Conducting job analysis is $0.777 > 0.6$, with a significance p-value less than 0.001, indicating that the Conducting job analysis scale is suitable for further factor analysis, indicating that the behavioral intention scale is suitable for further factor analysis.

Data Gathering

This study used a questionnaire survey method for data collection. The data collection steps are as follows: Firstly, use the "Questionnaire Star" platform to create a questionnaire. Then, a questionnaire link and QR code are generated through the platform to send the questionnaire to the corresponding group.

Online distribution of questionnaires fully utilizes the modern technological information of the digital economy, making it more convenient and efficient than

mailing questionnaires or conducting on-site surveys. Edit the collected data to eliminate incompleteness, inaccuracy, and inconsistency in the entries. Collect and complete from 2144 agricultural production units. Secondary data will be collected from books, journals, magazines, and websites.

Analysis of Data

In this section, researchers use statistical software to analyze quantitative data and use the analysis results to analyze and infer the questionnaire data.

Descriptive Statistics

Descriptive statistical analysis was used to analyze and analyze the information elements of the survey subjects, and relevant data was obtained on this basis. This includes descriptive statistical analysis of samples and descriptive statistical analysis of variables. The descriptive statistical content of this study is the first part: personal information. (Sex, Age, Education Level, Position, Year salary, Working experience.) Part 2: Human Resource Management satisfaction.

After collecting sample data, all questionnaire and on-site interviews data will be checked to exclude incomplete questionnaires. After the screening procedure, the data is imported into SPSS. The data analysis techniques used for quantitative data analysis include mean, standard deviation, and percentage.

CHAPTER IV

RESULTS

The survey results were collected from 420 respondents who met our target selection criteria and were conducted from July to August 2023. The analysis of survey results includes descriptive statistics and open-ended questions. Regression analysis was conducted using SPSS software to examine the factors that affect human resource management satisfaction. The human resource management practices of agricultural enterprises in Nanning, Guangxi were analyzed using SPSS software.

Descriptive Statistics

Table 2 General Demographic Description

Demographic Characteristics		Frequency	Percent
Sex	Male	211	50.24
	Female	209	49.76
Age	Under25	117	27.86
	26-35	170	40.48
	36-45	105	25.00
	46-55	21	5.00
	Over 56	7	1.67
Education Level	Under College	49	11.67
	College	132	31.43
	Under graduation	166	39.52
	Master's degree	58	13.81
Position/Title	Doctorate degree	15	3.57
	Employee	150	35.71
	Supervisor	127	30.24
	Manager	116	27.62
Working experience	President & Vice President	27	6.43
	below 1 year	77	18.33
	1-3 years	141	33.57
	4-6 years	146	34.76
	7-10 years	34	8.10
	Above 10 years	22	5.24

Table 3 (Continued)

Demographic Characteristics		Frequency	Percent
Year salary	Under 30, 000Yuan	105	25.00
	30, 001-60, 000Yuan	125	29.76
	60, 001-90, 000Yuan	113	26.90
	90001-120001Yuan	50	11.90
	Over 120, 001Yuan	27	6.43
Total		420	100.0

This section introduces the general demographic data of the respondents, including information on gender, age, education level, position, annual salary, and work experience.

Table 3 Sex

Demographic Characteristics		Frequency	Percent
Sex	Male	211	50.2
	Female	209	49.8

Table 4 shows Male accounts for 50.2%, while Female accounts for 49.8%.

Table 4 Age

Demographic Characteristics		Frequency	Percent
Age	Under25	117	27.9
	26-35	170	40.5
	36-45	105	25.0
	46-55	21	5.0
	Over 56	7	1.7

Table 5 shows Under25 accounts for 27.9%, 26 35 accounts for 40.5%, 36 45 accounts for 25.0%, 46 55 accounts for 5.0%, and Over 56 accounts for 1.7%.

Table 5 Education Level

Demographic Characteristics		Frequency	Percent
Education Level	Under College	49	11.7
	College	132	31.4
	Under graduation	166	39.5
	Master's degree	58	13.8
	Doctorate degree	15	3.6

Table 6 shows Under College accounts for 11.7%, College accounts for 31.4%, Under graduation accounts for 39.5%, master's degree accounts for 13.8%, and Doctor's degree accounts for 3.6%.

Table 6 Position/Title

Demographic Characteristics		Frequency	Percent
Position/Title	Employee	150	35.7
	Supervisor	127	30.2
	Manager	116	27.6
	President & Vice President	27	6.4

Table 7 shows Employee accounts for 35.7%, Supervisor accounts for 30.2%, Manager accounts for 27.6%, and President Vice President accounts for 6.4%.

Table 7 Working experience.

Demographic Characteristics		Frequency	Percent
Working experience	below 1 year	77	18.3
	1-3 years	141	33.6
	4-6 years	146	34.8
	7-10 years	34	8.1
	Above 10 years	22	5.2

Table 8 shows Below 1-year accounts for 18.3%, 1-3 years accounts for 33.6%, 4-6 years accounts for 34.8%, 7-10 years accounts for 8.1%, and Above 10 years accounts for 5.2%.

Table 8 Year salary

Demographic Characteristics		Frequency	Percent
Year salary	Under 30,000Yuan	105	25.0
	30,001-60,000Yuan	125	29.8
	60,001-90,000Yuan	113	26.9
	90001-120001Yuan	50	11.9
	Over 120,001Yuan	27	6.4

Table 9 shows Under 30000Yuan accounts for 25.0%, 30001-60000 Yuan accounts for 29.8%, 60001-90000Yuan accounts for 26.9%, 90001-120001 Yuan accounts for 11.9%, and Over 120001 Yuan accounts for 6.4%.

Table 9 Descriptive Results of the Variables

	Mean	S. D.	Meaning
Recruitment and Orientation	3.44	1.063	Satisfy
Training and Development	3.43	1.062	Satisfy
Compensation and Benefits	3.41	1.047	Satisfy
Performance appraisal	3.43	1.038	Satisfy
Employee motivation	3.44	1.047	Satisfy
Career development	3.45	1.038	Satisfy
Conducting job analysis	3.46	1.035	Satisfy
Human Resource Management satisfaction	3.44	1.001	Satisfy

Table 10 Mean, Recruitment and Orientation

Recruitment and Orientation	Mean	S.D.	Meaning
Satisfaction with the company's recruitment process and procedures.	3.43	1.260	Satisfy
The company considers the satisfaction of candidates' quality and skill matching during the recruitment process.	3.48	1.157	Satisfy
Quick adaptation to work environment and team satisfaction through on boarding training.	3.47	1.179	Satisfy
Satisfaction with the content and methods of on boarding training provided by the company.	3.46	1.171	Satisfy
The company pays attention to your personalized needs and background satisfaction during on boarding training.	3.38	1.221	Neutral
Total Recruitment and Orientation Mean	3.44	1.063	Satisfy

The mean of RO1 is 3.430 (S.D.=1.260), RO2 is 3.480 (S.D.=1.157), RO3 is 3.470 (S.D.=1.179), RO4 is 3.460 (S.D.=1.171), and RO5 is 3.480 (S.D.=1.221). The average RO is 3.444 (S.D.=1.063).

Table 11 Mean, Training and Development

Training and Development	Mean	S.D.	Meaning
You have participated in human resource management training and development activities provided by the company.	3.42	1.240	Satisfy
You are satisfied with the content and practicality of the human resource management training and development activities you participated in.	3.41	1.182	Satisfy
You feel that you have gained new knowledge and skills in past human resource management training and development activities.	3.43	1.185	Satisfy
You think is the company's investment and emphasis on human resource management training and development.	3.40	1.157	Neutral
Please evaluate the effectiveness of the company's human resource management training and development, as well as the level of assistance it has provided to your personal career development.	3.47	1.193	Satisfy
Total Training and Development Mean	3.42	1.062	Satisfy

The mean of TD1 is 3.420 (S.D.=1.240), the mean of TD2 is 3.410 (S.D.=1.182), the mean of TD3 is 3.430 (S.D.=1.185), the mean of TD4 is 3.400 (S.D.=1.157), and the mean of TD5 is 3.470 (S.D.=1.193). The average TD is 3.425 (S.D.=1.062).

Table 12 Mean, Compensation and Benefits

Compensation and Benefits	Mean	S.D.	Meaning
You are satisfied with the company's current salary system.	3.36	1.227	Neutral
You think the salary level of the company matches your job performance.	3.42	1.136	Satisfy
You are satisfied with the welfare benefits provided by the company.	3.39	1.167	Neutral
You think the company's salary and welfare policies can attract and retain outstanding employees.	3.47	1.179	Satisfy
You think the company's salary level is competitive compared to the same industry.	3.39	1.200	Neutral
Total Compensation and Benefits Mean	3.41	1.047	Satisfy

The mean of CB1 is 3.360 (S.D.=1.227), the mean of CB2 is 3.420 (S.D.=1.136), the mean of CB3 is 3.390 (S.D.=1.167), the mean of CB4 is 3.470 (S.D.=1.179), and the mean of CB5 is 3.390 (S.D.=1.200). The average value of CB is 3.407 (S.D.=1.047).

Table 13 Mean, Performance appraisal.

Performance appraisal	Mean	S.D.	Meaning
Your organization has implemented a performance evaluation mechanism.	3.39	1.266	Neutral
You think is the importance of employee career development performance evaluation.	3.45	1.168	Satisfy
You think the importance of the goal setting is in evaluating employee performance in performance evaluations.	3.46	1.134	Satisfy
You think the performance appraisal is fair and investigated.	3.46	1.148	Satisfy

Table 14 (Continued)

Performance appraisal	Mean	S.D.	Meaning
You have clear evaluation standards and indicators for performance evaluation.	3.45	1.204	Satisfy
You are satisfied with the communication and feedback during the performance evaluation process.	3.42	1.123	Satisfy
You are satisfied with the rewards and recognition of performance evaluation results.	3.38	1.167	Neutral
Total Performance appraisal Mean	3.43	1.038	Satisfy

The mean of PA1 is 3.390 (S.D.=1.266), PA2 is 3.450 (S.D.=1.168), PA3 is 3.460 (S.D.=1.134), PA4 is 3.460 (S.D.=1.148), PA5 is 3.450 (S.D.=1.204), PA6 is 3.420 (S.D.=1.123), and PA7 is 3.380 (S.D.=1.167). The average value of PA is 3.429 (S.D.=1.038).

Table 14 Mean, Employee motivation

Employee motivation	Mean	S.D.	Meaning
Your understanding of the employee incentive plan is provided by the department's human resources.	3.39	1.218	Neutral
You think the employee incentive plan in the human resources department can effectively motivate your work performance.	3.45	1.156	Satisfy
You think the employee motivation plan can provide sufficient motivation and rewards to make you more actively engage in work.	3.43	1.200	Satisfy

Table 15 (Continued)

Employee motivation	Mean	S.D.	Meaning
you are satisfied with the communication and feedback mechanism of the human resources department in terms of employees.	3.49	1.093	Satisfy
You think the human resources department should further improve the employee incentive plan.	3.43	1.239	Satisfy
Total Employee motivation Mean	3.44	1.047	Satisfy

The mean of EM1 is 3.390 (S.D.=1.218), the mean of EM2 is 3.450 (S.D.=1.156), the mean of EM3 is 3.430 (S.D.=1.200), the mean of EM4 is 3.490 (S.D.=1.093), and the mean of EM5 is 3.430 (S.D.=1.239). The mean of EM is 3.438 (S.D.=1.047).

Table 15 Mean, Career development.

Career development	Mean	S. D.	Meaning
The company have for employees' career development.	3.37	1.266	Neutral
The company often provide training and learning opportunities.	3.42	1.101	Satisfy
The company have clear channels and career development paths to help employees have more development opportunities in the field of human resource management.	3.48	1.111	Satisfy
The company regularly conduct career development planning and evaluation with employees, understand their career goals and needs, and provide corresponding support and opportunities.	3.50	1.159	Satisfy

Table 16 (Continued)

Career development	Mean	S. D.	Meaning
You will actively seek learning and training opportunities.	3.50	1.194	Satisfy
Total Career development Mean	3.45	1.038	Satisfy

The mean of CD1 is 3.370 (S.D.=1.266), the mean of CD2 is 3.420 (S.D.=1.101), the mean of CD3 is 3.480 (S.D.=1.111), the mean of CD4 is 3.500 (S.D.=1.159), and the mean of CD5 is 3.500 (S.D.=1.194). The average CD is 3.454 (S.D.=1.038).

Table 16 Mean, Conducting job analysis.

Conducting job analysis	Mean	S. D.	Meaning
You are satisfied with the company's work analysis process and methods.	3.42	1.201	Satisfy
You think the company's work analysis process is helpful for employees' job responsibilities and performance evaluation.	3.46	1.136	Satisfy
You think the company can fully understand and consider the opinions and needs of employees when conducting job analysis.	3.44	1.186	Satisfy
You are satisfied with the tools and techniques used by the company in the job analysis process.	3.50	1.147	Satisfy
You think the company can fully consider employees' skills, abilities, and responsibilities when conducting job analysis, and make reasonable job design and staffing based on this.	3.48	1.155	Satisfy
Total Conducting job analysis Mean	3.46	1.035	Satisfy

The mean of CJA1 is 3.420 (S.D.=1.201), the mean of CJA2 is 3.460 (S.D.=1.136), the mean of CJA3 is 3.440 (S.D.=1.186), the mean of CJA4 is 3.500 (S.D.=1.147), and the mean of CJA5 is 3.480 (S.D.=1.155). The mean of CJA is 3.459 (S.D.=1.03

CHAPTER V

SUMMARY AND DISCUSSION

Summary

Summary from interviews and suggestion

This study conducted further in-depth interviews with senior human resource management executives from three companies. Each person interviewed three questions separately.

The first question is: What are the current human resource management issues in the company?

The second question is: How satisfied are employees with the company's human resource management?

The third question is: What good guidelines do you have?

Interviewer 1 believes that:

Problem: The recruitment process is not standardized, resulting in recruitment results that do not match the requirements; Lack of systematic training plans and resources to meet the learning and development needs of employees; Lack of clear performance evaluation indicators and standards; The salary system is incomplete, lacking fairness, transparency, and competitiveness; Lack of flexible incentive and reward mechanisms.

Interviewer 2 believes that:

Problem: Lack of scientific recruitment processes and standards, resulting in low talent matching; Insufficient evaluation of training results, unable to fully understand the training effectiveness; Lack of clear performance evaluation indicators and standards, resulting in unfair and inaccurate performance evaluation; Lack of flexible incentive and reward mechanisms; Low employee participation and lack of employee participation and support in corporate decision-making.

Interviewer 3 believes that:

Problem: Lack of comprehensive training and adaptation period management for new employees; The training plan lacks systematization and personalized training for different positions and levels; The performance evaluation process lacks transparency and employee engagement, as well as effective feedback and improvement mechanisms. The salary level is relatively low, unable to attract and retain high-quality talents, Low employee engagement and lack of employee participation and feedback mechanisms in corporate decision-making.

Regarding satisfaction, three interviewees generally believe that:

Due to the unique nature of the agricultural industry, the requirements for skills and experience may be relatively low, and recruitment channels may be limited. This may lead to companies recruiting unsuitable employees, affecting the satisfaction of human resource management; Due to the unique nature of the agricultural industry, slow technological updates may result in limited investment in employee training and development by enterprises. This may affect employees' career development and skill enhancement, thereby reducing satisfaction; Due to the relatively low economic income of agricultural enterprises, their salary levels may not be as attractive as other industries. Welfare benefits may also be limited, such as medical insurance and retirement benefits. This may lead to dissatisfaction among employees with compensation and benefits, affecting the satisfaction of human resource management; Due to the unique nature of the agricultural industry, there may be relatively few performance evaluation indicators, and the scientific nature of performance management may be limited. This may lead to doubts about the fairness and accuracy of performance evaluation, thereby affecting employees' motivation and satisfaction; Due to the labor-intensive nature of agricultural enterprises, there may be unstable employee relationships and frequent labor disputes. This may lead to a decrease in employee trust in the company and affect satisfaction.

All three interviewees believe that Guidelines:

There may be some issues with the satisfaction of human resource management in agricultural enterprises in Nanning City at present. There may be some challenges and shortcomings in recruitment and selection, training and development, compensation and benefits, performance management, employee relationship management, and job analysis, which require further improvement and optimization.

Discussion

Chapter 4 Questionnaire Data Analysis

Recruitment and Orientation

The mean of RO1 is 3.430 (S.D.=1.260), RO2 is 3.480 (S.D.=1.157), RO3 is 3.470 (S.D.=1.179), RO4 is 3.460 (S.D.=1.171), and RO5 is 3.480 (S.D.=1.221). The average RO is 3.444 (S.D.=1.063) From this the lowest average is RO5.

How to improve the mean of each item.

1. Determine clear talent needs: Before recruitment and allocation, the company should clearly determine the type and quantity of talent needed. This can avoid recruiting unsuitable or surplus talents and improve the overall questionnaire survey.

2. Optimize the recruitment process: Ensure that the recruitment process is concise. Including the writing and publication of recruitment advertisements, resume screening, interview process, etc. Try to minimize lengthy steps and unnecessary links, improve the experience of candidates and recruiters, and reduce waiting time.

3. Optimize the configuration process: When allocating employees and assigning job positions, reasonable arrangements should be made based on their skills, abilities, and interests. Ensure that employees can improve and fully leverage their strengths, match work tasks with abilities, and achieve job satisfaction.

4. Provide good training and development opportunities: The company can provide internal and external training opportunities to help employees improve their skills and career development. This can improve employee satisfaction and increase employee loyalty to the company.

5. Establish good communication and feedback: Regular communication and timely feedback are key to improving satisfaction. The company should maintain a good communication mechanism with employees, understand their needs and problems, and promptly solve them. At the same time, employees should also be able to provide suggestions and feedback to improve the recruitment and staffing process.

6. Pay attention to employee benefits and compensation: Providing competitive compensation and benefits, as well as a good work environment, is an important factor in attracting and retaining outstanding talents. The company should pay attention to employee welfare and benefits, and continuously improve to improve employee satisfaction.

7. Establish a good corporate culture: A good corporate culture can attract and retain outstanding talents. The company should attach importance to employees' work enthusiasm and teamwork, create a positive and upward work atmosphere, and improve employee satisfaction.

Through the above measures, the company can improve satisfaction in recruitment and allocation, attract more suitable employees, and improve employee job satisfaction and loyalty.

Training and Development

The mean of TD1 is 3.420 (S.D.=1.240), the mean of TD2 is 3.410 (S.D.=1.182), the mean of TD3 is 3.430 (S.D.=1.185), the mean of TD4 is 3.400 (S.D.=1.157), and the mean of TD5 is 3.470 (S.D.=1.193). The average TD is 3.425 (S.D.=1.062).

From this, the lowest average is TD4.

How to improve the mean of each item.

1. Determine clear training needs in advance: When formulating training plans, enterprises need to have clear training needs. This can be determined through performance evaluation, employee career development planning, and employee assessment.

2. Develop a comprehensive training plan: Based on the training needs of employees, develop a comprehensive training plan. Including internal training, external training, job rotation, mentor system, etc. Ensure that the training program covers the skills, knowledge, and career development needs of employees.

3. Provide diversified training forms: Provide employees with diverse training forms, such as trust training, online training, seminars, workshops, etc. Provide flexible training methods based on the learning habits and preferences of different employees.

4. Encourage employees to participate in self-directed learning: In addition to the training provided by the company, encourage employees to actively participate in self-directed learning. For example, encouraging employees to participate in professional seminars, read relevant books and articles, and participate in online learning platforms. Provide learning resources and support to promote employees' personal development, learning, and development.

5. Set clear training objectives and evaluations: Set clear objectives for each training activity and develop corresponding evaluations. By evaluating the training effectiveness mechanism and understanding employees' learning outcomes and satisfaction, we can continuously improve training plans and methods.

6. Provide a good training environment and resources: Ensure a comfortable training environment, complete equipment, and provide sufficient training resources. For example, training classrooms, computer equipment, training materials, etc. This can improve employees' enthusiasm and satisfaction in participating in training.

7. Pay attention to the initiation and support after training: After the training is completed, pay attention to the training results and application situation of employees. Provide necessary support and guidance to ensure that employees can apply the knowledge and skills they have learned to their actual work.

Through the above measures, the company can improve its satisfaction with training and development and promote employees' personal growth and career

development. At the same time, it can also improve employees' work performance and job satisfaction.

Compensation and Benefits

The mean of CB1 is 3.360 (S.D.=1.227), the mean of CB2 is 3.420 (S.D.=1.136), the mean of CB3 is 3.390 (S.D.=1.167), the mean of CB4 is 3.470 (S.D.=1.179), and the mean of CB5 is 3.390 (S.D.=1.200). The average value of CB is 3.407 (S.D.=1.047).

From this, the lowest mean is CB1.

How to improve the mean of each item.

1. Establish a fair and transparent recruitment system: Establish a fair and transparent recruitment system and evaluate and adjust recruitment based on factors such as employee performance, abilities, and experience. Ensure a fair and transparent recruitment system and ensure that employees clearly explain the composition and adjustment principles of the recruitment system.

2. Compensation level provided: Understanding the market situation to ensure that the company's compensation is competitive. If the salary level of employees is relatively low compared to the market, it may lead to talent loss and dissatisfaction. The company should conduct regular salary research to ensure that employees' salary levels are reasonable and competitive.

3. Introducing flexible welfare policies: In addition to salary, flexible welfare policies can also improve employee satisfaction. The company can provide benefits such as flexible working hours, remote work, and flexible holidays to meet the personalized needs of employees.

4. Provide performance rewards and mechanisms: Establish a clear performance evaluation system and combine it with compensation and incentives. The company can set performance bonuses, stock options, highlights and other measures to motivate employees to perform well and stimulate their enthusiasm.

5. Provide comprehensive welfare benefits: In addition to salary, the company should also provide comprehensive benefits such as health insurance, retirement plans, paid leave, employee benefits, etc. Ensure that employees' basic living needs are met.

6. Provide career development opportunities: Provide employees with career development opportunities and channels. Companies can develop career development plans, provide training and learning opportunities, and encourage employees to develop their own skills and abilities.

7. Pay attention to employees' opinions and feedback: Regularly collect employees' opinions and feedback on salary and benefits and understand their needs

and expectations. Based on employee feedback, continuously improve salary and welfare policies to improve employee satisfaction.

Through the above measures, the company can improve satisfaction with compensation and benefits, attract and retain outstanding talents, and improve employee job satisfaction and loyalty.

Performance appraisal

The mean of PA1 is 3.390 (S.D.=1.266), PA2 is 3.450 (S.D.=1.168), PA3 is 3.460 (S.D.=1.134), PA4 is 3.460 (S.D.=1.148), PA5 is 3.450 (S.D.=1.204), PA6 is 3.420 (S.D.=1.123), and PA7 is 3.380 (S.D.=1.167). The average value of PA is 3.429 (S.D.=1.038).

From this, the lowest average is PA7.

How to improve the mean of each item.

1. Develop clear evaluation standards and objectives: Ensure employees have a clear understanding of performance evaluation standards and objectives. Standards and objectives should correspond to employees' job responsibilities and business goals and be able to effectively investigate employees' performance.

2. Provide timely and accurate feedback: After performance evaluation, provide accurate feedback to employees in a timely manner, including their strengths and development areas. Feedback should be specific, careful, and correspond to evaluation criteria and goals. At the same time, provide guidance and support to help employees improve and develop.

3. Promote communication among all: Performance evaluation should be a comprehensive process, not only involving the evaluation of employees by superiors, but also listening to their opinions and feedback. The company can organize evaluation seminars or interviews to involve employees in the process of performance evaluation and jointly participate in the development of performance goals and plans.

4. Cultivate a performance culture: Establish a culture that emphasizes performance and incorporate performance evaluation into daily work. The company can regularly conduct organizational performance evaluation training to improve the understanding and ability of managers and employees towards performance evaluation. At the same time, by motivating employees through behavior and excellent performance, we create motivation and strong motivation.

5. Regular evaluation and improvement of the evaluation system: Regularly evaluate the effectiveness and fairness of the evaluation system and make improvements based on employee feedback and actual situations. Ensure that the

evaluation system reflects the true performance and contribution of the company and is consistent with the company's goals and employee values.

6. Provide training and development opportunities: Based on performance evaluation results, provide employees with corresponding training and development opportunities to help them improve their skills and abilities. The company can develop personal development plans to provide employees with opportunities for learning and growth.

7. Establish a performance reward mechanism: Set performance rewards for outstanding employees, such as bonuses, improvement opportunities, stock options, etc. This can motivate employees to improve their performance and reward them for improving their performance evaluation questionnaire.

Through the above measures, the company can improve satisfaction in performance evaluation and promote the personal and professional growth of employees. At the same time, it can also improve employees' work motivation and job satisfaction.

Employee motivation

The mean of EM1 is 3.390 (S.D.=1.218), the mean of EM2 is 3.450 (S.D.=1.156), the mean of EM3 is 3.430 (S.D.=1.200), the mean of EM4 is 3.490 (S.D.=1.093), and the mean of EM5 is 3.430 (S.D.=1.239). The mean of EM is 3.438 (S.D.=1.047).

From this, the lowest mean is EM1.

How to improve the mean of each item.

1. Set clear goals and expectations: Ensure that employees have a clear understanding of the company's goals and expectations. Clear goals and expectations can provide employees with clear instructions, stimulate their motivation and effort.

2. Provide challenging work tasks: Provide employees with challenging and developmental opportunities. This can make employees feel a sense of achievement, stimulate their work motivation and motivation.

3. Establish a supportive and collaborative work environment: Create a supportive and collaborative work environment that encourages employees to collaborate and support each other. This can enhance employees' work adaptability and sense of belonging and enhance their work motivation.

4. Provide fair incentives and rewards: Ensure that the incentive and reward mechanisms are fair and just. The company can establish a clear reward mechanism to provide rewards and recognition based on employee performance. This can motivate employees to work actively and improve their satisfaction.

5. Provide personal development opportunities: Provide employees with opportunities for personal and professional growth. The company can provide

training, learning, and development plans to help employees improve their skills and abilities. This can increase employees' interest and engagement in the job and improve their satisfaction.

6. Establish good communication channels: Maintain good communication with employees and provide timely feedback and guidance in work. Regularly organize team meetings or personal interviews to understand needs and concerns and provide positive feedback and support to employees.

7. Provide work life balance: Pay attention to the work life balance of employees and provide flexible working hours and welfare policies. The company can provide benefits such as flexible working hours, remote work, and paid vacation to help employees better balance work and life.

Through the above measures, the company can improve employee satisfaction in terms of motivation, enhance employees' work motivation and enthusiasm. This will help improve employee job satisfaction and loyalty, while attracting and retaining outstanding talents.

Career development

The mean of CD1 is 3.370 (S.D.=1.266), the mean of CD2 is 3.420 (S.D.=1.101), the mean of CD3 is 3.480 (S.D.=1.111), the mean of CD4 is 3.500 (S.D.=1.159), and the mean of CD5 is 3.500 (S.D.=1.194). The average CD is 3.454 (S.D.=1.038).

From this, the lowest mean is CD1.

How to improve the mean of each item.

1. Develop a clear career development plan: Work with employees to develop a personal career development plan with clear career goals and direction. Ensure that the plan aligns with employees' interests, abilities, and goals, and provide clear development paths and opportunities.

2. Provide training and learning opportunities: Provide various training and learning opportunities to help employees improve their skills and knowledge. The company can organize internal training, invite external experts for training, or sponsor participation in external training courses. In addition, it can also provide learning resources for employees, such as online learning platforms or books.

3. Provide opportunities for challenge and growth: Provide employees with challenging and developmental projects and tasks. This can help employees expand their abilities and experience and provide opportunities for growth. At the same time, the company can encourage employees to participate in cross departmental or cross project work, promoting the development of comprehensive abilities.

4. Provide mentoring and mentoring support: Provide mentoring or mentoring support to employees to help them develop professional skills and knowledge.

Mentors can share their experience and knowledge, provide guidance and advice. Mentors can provide personalized support and guidance to help employees overcome difficulties and challenges.

5. Provide opportunities for excellence and development: Establish a fair and transparent excellence system to provide employees with opportunities for excellence and development. The company can establish clear standards and conditions for highlighting based on employees' performance and abilities. At the same time, it can also provide opportunities for employees to stand out and develop. And opportunities for internal mobility to broaden their career development path.

6. Establish a performance evaluation and feedback mechanism: Establish effective performance evaluation and feedback, which can promptly identify the performance and development needs of career evaluation employees. Regularly conduct performance evaluations and feedback with employees, discuss development goals and plans. At the same time, provide performance evaluation and feedback guidance to employees to help them improve and grow.

7. Pay attention to the occupational welfare and benefits of employees: provide benefits and support related to career development, such as education poverty, study vacation, career counseling, etc. This can increase satisfaction with the company while also enhancing their confidence and motivation in employee career development.

Through the above measures, the company can improve employee satisfaction in development and motivate employees to actively develop and grow. This will help attract and retain outstanding talents, improve employee job satisfaction and loyalty.

Conducting job analysis

The mean of CJA1 is 3.420 (S.D.=1.201), the mean of CJA2 is 3.460 (S.D.=1.136), the mean of CJA3 is 3.440 (S.D.=1.186), the mean of CJA4 is 3.500 (S.D.=1.147), and the mean of CJA5 is 3.480 (S.D.=1.155). The mean of CJA is 3.459 (S.D.=1.035).

From this, CJA1 has the lowest mean.

How to improve the mean of each item.

1. Determine clear goals and scope: Ensure clear goals and scope before conducting job analysis. Clear goals and scope can help teams clarify the focus and purpose of work analysis and ensure that the steps and methods taken are consistent with the company's needs and goals.

2. Adopting multiple information collection methods: Utilizing multiple information collection methods to obtain comprehensive work information. Common methods of information collection include interviews, form surveys, observations, and

document analysis. By using various information collection methods, work information from different perspectives and sources can be obtained. Information to improve the accuracy and comprehensiveness of job analysis.

3. Close cooperation with relevant functional departments and employees: Collaborate closely with relevant functional departments and employees to solicit their opinions and feedback during the job analysis process. Collaborating with relevant departments can ensure that job analysis aligns with actual job needs and requirements. Collaborating with employees can provide them with a deeper understanding of their work and improve the accuracy and credibility of job analysis.

4. Use appropriate job analysis tools: Use appropriate job analysis tools to collect and analyze job information. Common job analysis tools include job descriptions and responsibility matrices, workflow diagrams, and competency models. Choosing the appropriate tool can help the team better understand and describe job requirements and responsibilities.

5. Verification and confirmation of job analysis results: After job analysis, work with relevant functional departments and employees to verify and confirm the accuracy and defects of job analysis results. Confirming the results can help avoid omissions and ensure that the work analysis meets the actual situation and needs of the company.

6. Provide clear job analysis reports: Based on the results of job analysis, prepare clear and concise job analysis reports. The report should include detailed job descriptions, responsibilities and requirements, as well as information on employee qualifications and skill requirements. The report should have readability and operability, making it easy for the warehouse and employees to understand and apply.

7. Regular review and update of job analysis: Job analysis should be reviewed and updated regularly to ensure compatibility with changes and developments in the company. Regular review and improvement of updates can help maintain the accuracy and practicality of job analysis, as well as the company's satisfaction with job analysis.

Through the above measures, the company can improve its satisfaction with job analysis, ensure that the job analysis is in line with actual needs and goals, and provide support for the company's human resource management.

Recommendations

The guidelines for human resource management in agricultural enterprises in Nanning City, Guangxi can be used to improve innovation management capabilities based on the following

Guideline.

Guideline 1 Recruitment & Orientation

1. Standardize the recruitment process to ensure that job requirements match recruitment results.
2. Strengthen training and adaptation period management for new employees and provide necessary support and guidance.

Guideline 2 Training and Development

3. Develop a systematic training plan to meet the learning and development needs of employees.
4. Provide various training methods, including internal training, external training, and online learning.
5. Establish a training achievement evaluation mechanism to ensure the effectiveness of training.

Guideline 3 Compensation & Benefits

6. Establish a reasonable salary system and adjust salaries based on employees' contributions and abilities.
7. Provide diversified welfare benefits to meet employees' basic needs and increase their sense of welfare.

Guideline 4 Performance appraisal

8. Set clear performance evaluation indicators and standards to enable employees to have a clear understanding of personal performance measurement standards.
9. Provide timely feedback and coaching to help employees improve and grow.

10. Connect performance evaluation results with salary and promotion opportunities to improve the fairness and incentive effect of performance management.

Guideline 5 Employee motivation

11. Establish good communication channels to promote interaction and communication between employees and management.
12. Encourage employees to participate in decision-making and provide suggestions and increase their sense of participation in corporate decision-making.

13. Strengthen care and support for employees, improve employee satisfaction and morale.

Guideline 6 Career development

14. Provide employee development plans and promotion paths to encourage employees to continuously learn and grow. Help employees improve their skills and professional literacy through internal training, mentoring programs, and cross departmental projects.

Guideline 7 Conducting job analysis.

15. Regularly evaluate the effectiveness of human resource management and continuously improve based on feedback and data. Pay attention to the latest trends and best practices in the field of human resource management, and continuously learn and improve.

Limitations of the Study

Overall, the research has been successful, and the results are acceptable and reasonable. From the literature review, the Guidelines are accepted and similar to previous empirical studies. However, this study also has some noteworthy limitations that can provide the following improvements for future research:

1. In terms of data collection, the main method of collecting raw data in this article is through questionnaire surveys. Although the data can pass a series of tests after screening and have a certain scientific validity, the process of data formation is inevitably influenced by the subjectivity of the sample. Improving the accuracy of data collection and analysis methods: This study may have some shortcomings in data collection and analysis methods. Future research can enhance the accuracy of data collection and analysis methods to improve the credibility and reliability of research results.

2. This article takes agricultural enterprises in Nanning City, Guangxi as the research object. The sample size is limited, and the amount of data collected is also limited by the author's existing ability. Whether it can be applied to all agricultural enterprises and whether it has universality remains to be studied. The small sample size of this study limits the generalizability of the research results. Future research can consider increasing the sample size to improve the statistical ability and representativeness of the study.

3. This study starts from the perspective of human resource management guidelines and does not consider other factors that may affect the results. Future studies can consider introducing other relevant factors for analysis to gain a more comprehensive understanding of the effectiveness of the guidelines. At the same time, there are many factors that affect the satisfaction of human resource

management in agricultural enterprises, and other variables can be considered for future research.

Directions for Future Research

By improving the above issues, agricultural enterprises in Nanning can enhance the level of human resource management and further improve employee satisfaction, participation, and enterprise performance. At the same time, it is also recommended that enterprises conduct regular evaluations and surveys to continuously improve and optimize human resource management strategies and practices to adapt to the constantly changing market and employee needs.



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APPENDICS



APPENDIX A

QUESTIONNAIRE

A Guideline for Human Resource Management in Agricultural Enterprises in Nanning Guangxi Province, China

Hello!

I'm currently conducting a research project on the following topic: A Guideline for Human Resource Management in Agricultural Enterprises in Nanning Guangxi Province, China. I would like to inquire about the basic situation of human resource management in agricultural enterprises in Nanning, Guangxi. It's not important whether your answer is right or wrong, what's the importance for the real feedback on your current thoughts and feelings. The purpose of this survey has already been achieved, and we hope everyone can actively participate in answering. Your sincere answer is very important for my research. The investigation will delay you for about 10 minutes, and your answer will be kept completely confidential. Thank you very much for your kind support and assistance.

Screening items

Part 1: Personal Information

- | | | |
|------------------------|---|---|
| 1. Sex: | <input type="checkbox"/> Male | <input type="checkbox"/> Female |
| 2. Age: | <input type="checkbox"/> Under25 | <input type="checkbox"/> 26 to35 |
| | <input type="checkbox"/> 36 to 45 | <input type="checkbox"/> 46 to 55 |
| | <input type="checkbox"/> Over 56 | |
| 3. Education Level: | <input type="checkbox"/> Under College | <input type="checkbox"/> College |
| | <input type="checkbox"/> Under graduation | <input type="checkbox"/> Master's degree |
| | <input type="checkbox"/> Doctorate degree | |
| 4. Position/Title: | <input type="checkbox"/> Employee | <input type="checkbox"/> Supervisor |
| | <input type="checkbox"/> Manager | <input type="checkbox"/> President & Vice President |
| | <input type="checkbox"/> Others, please specify _____ | |
| 5. Year salary: | <input type="checkbox"/> Under 30,000Yuan | <input type="checkbox"/> 30,001-60,000Yuan |
| | <input type="checkbox"/> 60,001-90,000Yuan | <input type="checkbox"/> 90,001-120,000Yuan |
| | <input type="checkbox"/> Over 120,001Yuan | |
| 6. Working experience: | <input type="checkbox"/> below 1 year | <input type="checkbox"/> 1-3 years |
| | <input type="checkbox"/> 4-6 years | <input type="checkbox"/> 7-10 years |
| | <input type="checkbox"/> Above 10 years | |

Part 2: Human Resource Management satisfaction

Note: Please tick the level that best suits your idea according to your actual situation						
No.	Item	Strongly agree. 5	agree 4	General 3	Disagree 2	Strongly disagree. 1
X1. Recruitment & Orientation						
1	Satisfaction with the company's recruitment process and procedures.					
2	The company considers the satisfaction of candidates' quality and skill matching during the recruitment process.					
3	Quick adaptation to work environment and team satisfaction through on boarding training.					
4	Satisfaction with the content and methods of on boarding training provided by the company.					
5	The company pays attention to your personalized needs and background satisfaction during on boarding training.					
X2. Training and Development						
1	You have participated in human resource management training and development activities provided by the company.					
2	You are satisfied with the content and practicality of the human resource management training and development activities you participated in.					
3	You feel that you have gained new knowledge and skills in past human resource management training and development activities.					
4	You think is the company's investment and emphasis on human					

	resource management training and development.					
5	Please evaluate the effectiveness of the company's human resource management training and development, as well as the level of assistance it has provided to your personal career development.					
X3. Compensation & Benefits						
1	You are satisfied with the company's current salary system.					
2	You think the salary level of the company matches your job performance.					
3	You are satisfied with the welfare benefits provided by the company.					
4	You think the company's salary and welfare policies can attract and retain outstanding employees.					
5	You think the company's salary level is competitive compared to the same industry.					
X4. Performance appraisal						
1	Your organization has implemented a performance evaluation mechanism.					
2	You think is the importance of employee career development performance evaluation.					
3	You think the importance of the goal setting is in evaluating employee performance in performance evaluations.					
4	You think the performance appraisal is fair and investigated.					
5	You have clear evaluation standards and indicators for performance evaluation.					

6	You are satisfied with the communication and feedback during the performance evaluation process.					
7	You are satisfied with the rewards and recognition of performance evaluation results.					
X5. Employee motivation						
1	Your understanding of the employee incentive plan is provided by the department's human resources.					
2	You think the employee incentive plan in the human resources department can effectively motivate your work performance.					
3	You think the employee motivation plan can provide sufficient motivation and rewards to make you more actively engage in work.					
4	you are satisfied with the communication and feedback mechanism of the human resources department in terms of employees.					
5	You think the human resources department should further improve the employee incentive plan.					
X6. Career development						
1	The company have for employees' career development.					
2	The company often provide training and learning opportunities.					
3	The company have clear channels and career development paths to help employees have more development opportunities in the field of human resource management.					
	The company regularly conduct career development planning and evaluation with employees,					

4	understand their career goals and needs, and provide corresponding support and opportunities.					
5	You will actively seek learning and training opportunities.					
X7. Conducting job analysis						
1	You are satisfied with the company's work analysis process and methods.					
2	You think the company's work analysis process is helpful for employees' job responsibilities and performance evaluation.					
3	You think the company can fully understand and consider the opinions and needs of employees when conducting job analysis.					
4	You are satisfied with the tools and techniques used by the company in the job analysis process.					
5	You think the company can fully consider employees' skills, abilities, and responsibilities when conducting job analysis, and make reasonable job design and staffing based on this.					

Part 3: Other Recommendations

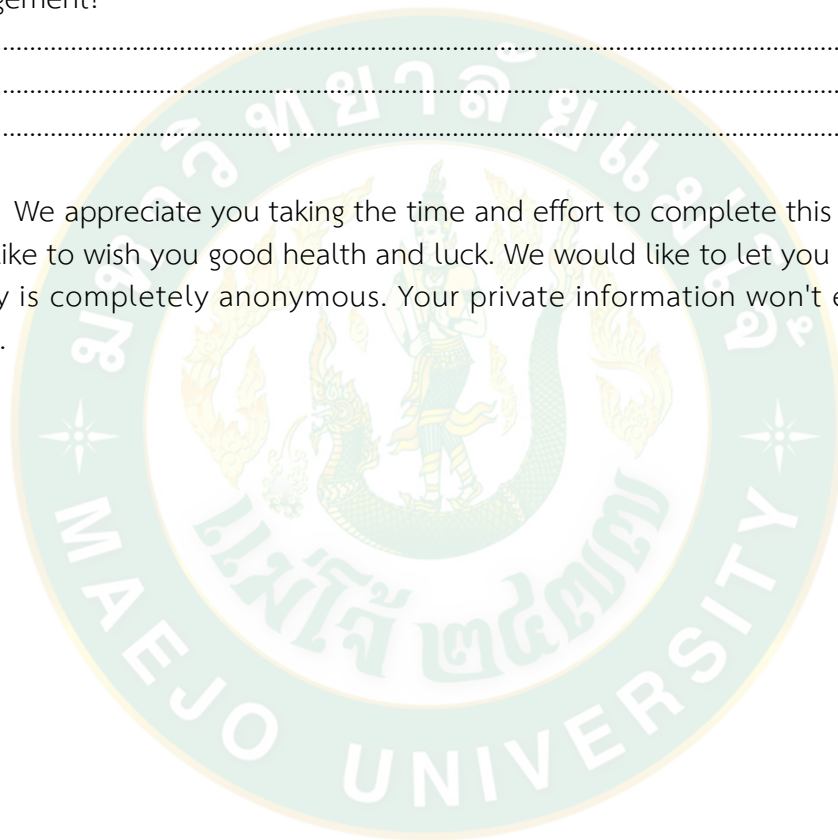
1. Do you think your company is currently facing problems in human resource management?

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2. Do you have any good suggestions for your company's human resource management?

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We appreciate you taking the time and effort to complete this questionnaire. We'd like to wish you good health and luck. We would like to let you know that this survey is completely anonymous. Your private information won't ever be made public.





APPENDIX B

Reliability Analysis

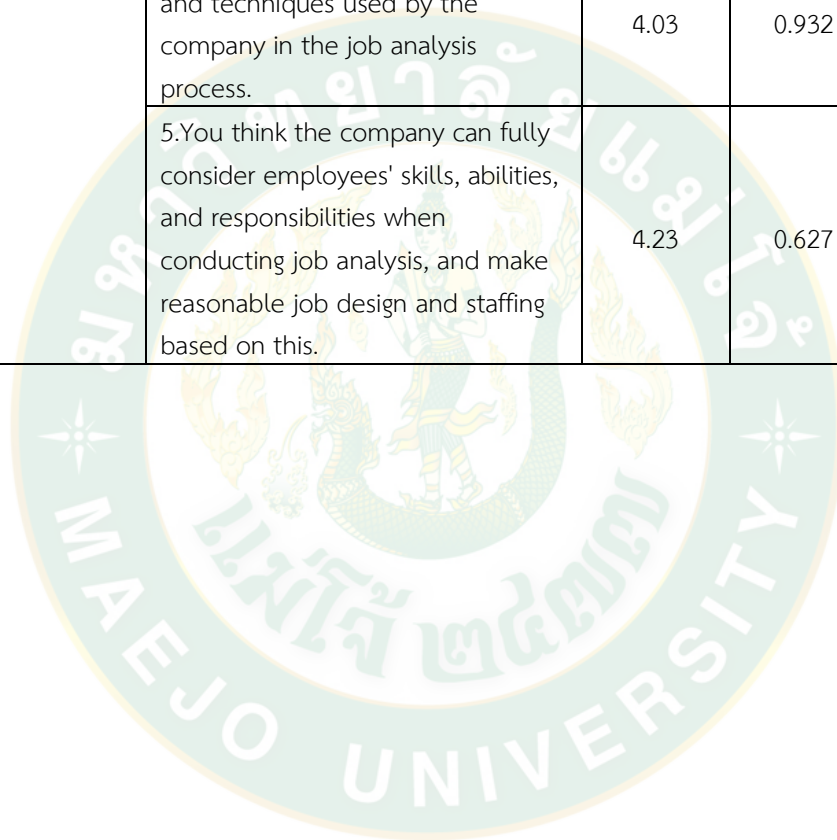
Mean and Standard Deviation for Variables

Variables		Mean	S.D.	Number of items
Recruitment & Orientation	1.Satisfaction with the company's recruitment process and procedures.	4.31	0.655	39
	2.The company considers the satisfaction of candidates' quality and skill matching during the recruitment process.	4.21	0.732	39
	3.Quick adaptation to work environment and team satisfaction through on boarding training.	4.28	0.793	39
	4.Satisfaction with the content and methods of on boarding training provided by the company.	4.26	0.785	39
	5.The company pays attention to your personalized needs and background satisfaction during on boarding training.	4.23	0.742	39
Training and Development	1.You have participated in human resource management training and development activities provided by the company.	4.28	0.686	39
	2.You are satisfied with the content and practicality of the human resource management training and development activities you participated in.	4.23	0.931	39
	3.You feel that you have gained new knowledge and skills in past human resource management training and development activities.	4.26	0.751	39
	4.You think is the company's investment and emphasis on human resource management training and development.	4.10	0.788	39
	5.Please evaluate the effectiveness of the company's human resource management training and	4.23	0.742	39

	development, as well as the level of assistance it has provided to your personal career development.			
Compensation & Benefits	1.You are satisfied with the company's current salary system.	4.00	0.793	39
	2.You think the salary level of the company matches your job performance.	3.82	1.097	39
	3.You are satisfied with the welfare benefits provided by the company.	3.87	1.105	39
	4.You think the company's salary and welfare policies can attract and retain outstanding employees.	4.05	1.050	39
	5.You think the company's salary level is competitive compared to the same industry.	3.90	1.071	39
Performance appraisal	1.Your organization has implemented a performance evaluation mechanism.	4.26	0.880	39
	2.You think is the importance of employee career development performance evaluation.	4.21	0.833	39
	3.You think the importance of the goal setting is in evaluating employee performance in performance evaluations.	4.15	0.961	39
	4.You think the performance appraisal is fair and investigated.	4.08	1.010	39
	5.You have clear evaluation standards and indicators for performance evaluation.	4.08	0.984	39
	6.You are satisfied with the communication and feedback during the performance evaluation process.	4.10	0.940	39
	7.You are satisfied with the rewards and recognition of performance evaluation results.	4.03	0.932	39
	1.Your understanding of the employee incentive plan is	4.15	0.875	39

Employee motivation	provided by the department's human resources.			
	2.You think the employee incentive plan in the human resources department can effectively motivate your work performance.	4.21	0.767	39
	3.You think the employee motivation plan can provide sufficient motivation and rewards to make you more actively engage in work.	4.15	1.040	39
	4.you are satisfied with the communication and feedback mechanism of the human resources department in terms of employees.	4.10	0.912	39
	5.You think the human resources department should further improve the employee incentive plan.	4.26	0.677	39
Career development	1.The company have for employees' career development.	4.18	0.721	39
	2.The company often provide training and learning opportunities.	4.23	0.777	39
	3.The company have clear channels and career development paths to help employees have more development opportunities in the field of human resource management.	4.13	0.894	39
	4.The company regularly conduct career development planning and evaluation with employees, understand their career goals and needs, and provide corresponding support and opportunities.	4.13	0.833	39
	5.You will actively seek learning and training opportunities.	4.28	0.724	39
	1.You are satisfied with the company's work analysis process and methods.	4.05	0.759	39

Conducting job analysis	2.You think the company's work analysis process is helpful for employees' job responsibilities and performance evaluation.	4.03	0.932	39
	3.You think the company can fully understand and consider the opinions and needs of employees when conducting job analysis.	4.10	0.912	39
	4.You are satisfied with the tools and techniques used by the company in the job analysis process.	4.03	0.932	39
	5.You think the company can fully consider employees' skills, abilities, and responsibilities when conducting job analysis, and make reasonable job design and staffing based on this.	4.23	0.627	39



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