

GUIDELINES FOR IMPROVING THE HUMAN  
RESOURCE MANAGEMENT IN LIBRARIES  
OF GUANGXI UNIVERSITIES

LIN LIN

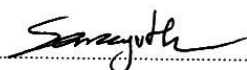
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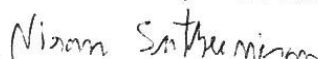
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**Thesis Title** Guidelines for Improving the Human Resource Management in Libraries of Guangxi Universities

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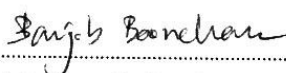
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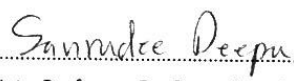
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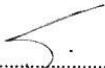
  
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### ABSTRACT

The objectives of this research were to study the current situation, formulate and evaluate the suitability and feasibility of the guidelines for improving the human resource management in libraries of Guangxi universities. The sample group of this research included 205 administrators from 10 public university libraries, selected by stratified random sampling. The interviewees included 20 people. The experts for evaluated included 15 people. Research instruments included questionnaire, structured interview, and evaluation form. Data analysis by percentage, mean, standard deviation and content analysis.

The results found that the current situation in five aspects was at high level. Among that, the highest mean was human resource planning, followed by training, and performance appraisal was the lowest mean. The guidelines for improving the human resource management in libraries of Guangxi universities in five aspects contained 28 measures. There are 5 measures for human resource planning, 6 measures for recruitment, 6 measures for training, 5 measures for performance appraisal, 6 measures career development. The evaluation results of the guidelines were at the highest level.

**Keywords:** Guidelines for Improving, Human Resource Management, Libraries of Guangxi Universities

ชื่อเรื่อง	แนวทางการบริหารจัดการทรัพยากรมนุษย์ของห้องสมุดมหาวิทยาลัยในมณฑลกวาสี
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### บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อศึกษาสภาพปัจจุบัน เสนอแนวทางและประเมินความเหมาะสมและความเป็นไปได้ของแนวทางการบริหารจัดการทรัพยากรมนุษย์ของห้องสมุดมหาวิทยาลัยในมณฑลกวาสี กลุ่มตัวอย่างที่ใช้ในการวิจัยครั้งนี้ ได้แก่ ผู้บริหารห้องสมุดมหาวิทยาลัย 10 แห่ง รวมทั้งสิ้น 205 คน โดยการสุ่มแบบชั้นภูมิ ผู้ให้ข้อมูลสัมภาษณ์ รวมทั้งสิ้น 20 คน ผู้เชี่ยวชาญประเมินแนวทาง รวมทั้งสิ้น 15 คน เครื่องมือที่ใช้ในการวิจัย ได้แก่ แบบสอบถาม แบบสัมภาษณ์แบบมีโครงสร้าง และแบบประเมิน สถิติที่ใช้ในการวิจัย ได้แก่ ค่าร้อยละ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน และการวิเคราะห์เนื้อหา

ผลการวิจัยพบว่า สภาพปัจจุบัน โดยภาพรวมทั้ง 5 ด้านอยู่ในระดับสูง โดยพบว่าการวางแผนงานทรัพยากรมนุษย์ มีค่าเฉลี่ยอยู่ในระดับสูงสุด รองลงมาคือ การฝึกอบรม ส่วนการประเมินผลการปฏิบัติงาน มีค่าเฉลี่ยอยู่ในระดับต่ำสุด แนวทางการบริหารจัดการทรัพยากรมนุษย์ของห้องสมุดมหาวิทยาลัยในมณฑลกวาสี ประกอบด้วย 5 ด้าน รวมทั้งสิ้น 28 มาตรการ ได้แก่ การวางแผนงานทรัพยากรมนุษย์ จำนวน 6 มาตรการ การสรรหา จำนวน 6 มาตรการ การฝึกอบรม จำนวน 6 มาตรการ การประเมินผลการปฏิบัติงาน จำนวน 5 มาตรการ การพัฒนาวิชาชีพ จำนวน 6 มาตรการ ผลการประเมินแนวทาง มีค่าเฉลี่ยอยู่ในระดับสูงสุด

**คำสำคัญ:** แนวทางการพัฒนา การบริหารจัดการทรัพยากรมนุษย์ ห้องสมุดมหาวิทยาลัย  
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Lin Lin

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# Chapter 1

## Introduction

### Rationale

The university library is a very important department for the construction and development of the university, and it is indispensable for the university. It is a necessary teaching and research auxiliary institution for the school, which can provide a large number of academic and literature materials or electronic resources to the teachers, students and staff of the school to ensure the development of college education. The development focus of Guangxi University Library is not limited to improving the collection of literature resources and the construction of library buildings, but also pays more attention to the construction of human resources of libraries.

With the continuous advancement of information technology, information resources and communication network technology, the development of university libraries has had a great impact, and the service methods and service contents of libraries have changed. Libraries are no longer limited to providing readers with access to paper resources, but also provide inquiry services for electronic resources. Human resources are the most important resources of libraries, although libraries include many elements such as collections, buildings, space, technology, equipment and personnel, but people play the most important role in them and are the key factors in the development of libraries. In this regard, not only the famous library science expert Nguyen Gang Nazan has made relevant remarks: "librarians determine the success or failure of libraries", an earlier study in the United States also showed the same results: among the many elements of the library, buildings accounted for 5%, information materials accounted for 20%, and librarians accounted for 75%.

Therefore, library management can be said to be about the management of people in the final analysis, or the core of management is the management of people. In addition to continuing the theoretical introduction and exploration, the research on human resource management of university libraries in Chinese academia has also

carried out in-depth research on the improvement and reorganization of human resource management mechanism of university libraries, the construction of discipline librarian teams, the research on the ability of librarians, and the establishment of new librarian positions, and integrated relevant theories into library management practice, and has achieved fruitful research results, and these research results have great guiding significance.

After Tsinghua University Library introduced the concept of subject librarians from abroad in 1998, major domestic university libraries have followed suit and implemented them, achieving many practical results, and the subject librarian system and subject service team have now become an indispensable part of Chinese university libraries. With the introduction of theories related to human resource management, domestic university libraries pay more attention to the management of librarians, and gradually change from the traditional resource construction as the center to the librarian as the center, treating librarians as a resource and carrying out scientific planning and management. Among the many management elements of university libraries, the most fundamental is people-oriented human resource management.

Yin Xiaotong (2018, p.73) introduced the idea of humanistic management into the innovative research of library management earlier, and proposed to carry out ideological and political work, create a library management model with Chinese characteristics, and stimulate the enthusiasm of librarians. In addition, many theories such as two-factor theory, "five cultivation" theory, ecological balance theory, cluster theory, catfish effect, field effect theory, emotional labor theory, Maslow's hierarchy of needs theory have been introduced by librarians for discussion and practice, which greatly enriches library management concepts and management methods. Jing Jing (2019) pointed out that the current subject service team of the library has problems and difficulties such as different leadership understanding, insufficient subject service literacy of librarians, and difficulty in team building. Shen Yang and Liu Heng (2020, p.26) analyzed the new connotation of subject librarians in university libraries in the new era, analyzed the factors restricting the construction of subject librarians in university libraries from three aspects: imperfect mechanism, unsatisfactory

recruitment and allocation effects, and lack of post training and development, and put forward measures to improve the construction of subject librarians under the "Double First-class" strategy. Pu Yefen (2015) pointed out that the low overall service capacity of university libraries in China is due to the imbalance between men and women, the lack of high-quality talents, and the lack of librarians with professional backgrounds in the construction of human resources. Qin Shun and Zeng Xiangqiong (2019) conducted an online survey of 11 local university libraries and pointed out that there are few systems or no implementation of systems in the construction of local university library discipline services, weak pertinence of subject service platforms, and lack of breadth and depth of service content. Chen Guanghua (2021) studied the relationship between Double First Class and local universities, and pointed out the bottlenecks faced by local university library development planning, team building, and construction funding.

At present, the human resources construction of Guangxi university libraries mainly has problems such as gender imbalance, few high-level talents, and lack of professional librarians, which have led to the weakening of the overall service capacity of libraries. Therefore, paying attention to the human resources construction of university libraries, specifically analyzing what kind of staffing is needed for Guangxi University Libraries, how to optimize the allocation of library human resources, do a good job in upgrading and consolidating, and maximize the role of libraries to better serve teachers and students, will be an urgent problem for Guangxi University Libraries. In June 2017, the Guangxi District Government issued a notice on the implementation plan for the overall promotion of first-class universities and first-class disciplines, and in May 2018, 9 universities with a total of 34 disciplines were selected for the list of first-class discipline construction in Guangxi. The introduction and implementation of this plan has injected new vitality into the development of higher education in Guangxi, and also put forward new requirements for the work of universities and libraries. University libraries need to transform and innovate, accelerate the transformation from resource capacity to service capacity to support the construction of first-class disciplines in universities. It is not only necessary to innovate various service systems, but more importantly, on the basis of the original conventional services such as reference consultation, it is necessary to focus on serving teaching and scientific

research, and provide personalized, professional, precise and diversified in-depth subject knowledge services, intelligence analysis and decision support services for teaching and research. Therefore, having a certain number of high-quality professionals has become a strong support for university libraries to carry out in-depth subject knowledge services. Guangxi University Library shall take serving the construction of first-class disciplines as its own responsibility, set up a discipline service team and carry out discipline knowledge services, such as discipline information analysis, auxiliary decision-making, patent analysis and other high-level discipline services, which will play an important supporting role in the construction of disciplines in the school. The library industry has insufficient understanding of the concepts of human capital and investment, and the awareness of preserving and increasing the value of human resources as a special asset is very weak, resulting in libraries focusing on the investment and management of fixed assets such as building scale, collection scale and equipment, while ignoring human capital needs assessment and investment. The researchers' previous library work and experience contributed to this study. The researcher found that in the actual work process of his university, due to various reasons, the important management concept of human resource management has not been truly implemented in the library, resulting in many unsatisfactory places in the allocation, development and utilization of human resources in the university library, which to a large extent restricts the development of the university library and leads to low efficiency. For example, a large loss of human resources, structural shortage of human resources, backward human resources development and management system, lack of human capital, and the use environment and development space of high-level talents need to be improved.

University libraries generally lack effective long-term planning for human resources development and management, do not pay much attention to the job training of librarians, are more arbitrary, and the post setting and personnel structure are not reasonable, resulting in a certain degree of waste of human resources and low efficiency. Although the library also emphasizes the introduction and training of talents, it only considers it from the perspective of business technology management and development of the library, and does not form a new idea of human input, output

and development, focusing on preparation and management, and ignoring human resource management.

In addition, the differences in work distribution, promotion, treatment, etc., dampen the enthusiasm of most people, resulting in the serious loss of the backbone team, especially young talents, the decline in personnel quality, the decline in work efficiency, academic level, and service quality, and the dissatisfaction of service recipients. Especially in recent years, due to the expansion of enrollment in Guangxi colleges and universities and the preparation of national assessment, most of the schools attach importance to the investment in library material resources, including new or expanded library buildings, greatly increase the cost of literature and equipment purchase, but little investment in human capital, the training and development of librarians cannot be guaranteed from the plan, and even librarians with the same title cannot enjoy the same treatment and opportunities in terms of post allowance, academic improvement, learning and training compared with teachers, and pay attention to the possession of talents rather than the development and utilization. Due to the effectiveness of human resource management in university libraries, it plays a great role in improving the school's running level and overall strength. Therefore, effectively improving the effectiveness of human resource management in Guangxi university libraries is to adapt to the reform and development of colleges and universities, so as to build a perfect modern education system. In order to adapt to the reform and development of higher education in the new era, improving the human resource management in Guangxi University Library is a very important and urgent research topic at present, and it also contributes to the main purpose of this study. Therefore, under the premise of conducting a large number of literature reviews and theoretical research, librarians from 10 public universities in Guangxi were selected as research samples. It is proposed to use SPSS software to conduct descriptive statistical analysis and difference analysis of questionnaire data, so as to better understand the current situation of human resource management in Guangxi University Library and the causes affecting its effectiveness. Finally, according to the results of statistical analysis and research model, this study will propose relevant strategies to improve the efficiency of human resource management of Guangxi University Library,

and evaluate its effectiveness and feasibility, so as to provide an effective reference for Guangxi University Library in human resource management.

### **Research Questions**

1. What is the current situation of the human resource management in libraries universities Guangxi?
2. What is the guidelines for improving the human resource management in universities libraries in Guangxi?
3. What level of suitability and feasibility of the guidelines for improving the human resource management in universities libraries in Guangxi?

### **Objectives**

1. To study the current situation of the human resource management in libraries of Guangxi universities.
2. To formulate the guidelines for the human resource management in libraries of Guangxi universities.
3. To evaluate the suitability and feasibility of the guidelines for improving the human resource management in libraries of Guangxi universities.

### **Scope of the Research**

#### **Population and the Sample Group**

##### **Population**

The population were 420 people including library administrators from 10 libraries of Guangxi public university.

##### **The Sample Group**

This research based on the Krejcie and Morgan sampling table, the sample group of this research consisted of 205 administrators who came from 10 public university libraries in Guangxi. By using systematic random sampling and stratified random sampling.

### **Interview**

The interviewee include 20 high-level administrators of university libraries in Guangxi. The main qualifications of the interviewees include the following contents:

- 1) Have more than 3 years in university library with the management experience,
- 2) They voluntarily agreed to participate and agree to record their semi-structured interviews,
- 3) They are willing to review interview records and provide verification,
- 4) They owned college degree and higher.

### **Evaluation**

The instrument to collect the data for objective three, 1) According to the setting conditions: the experts and scholars who have certain research in the direction of university management, education, sociology and human resources will form an expert group. 2) Holding an expert seminar, and 15 experts were invited to participate in the discussion. It is necessary to prepare the evaluation card of the corresponding number of experts in advance, they can score each item and modify it according to the guidelines. 3) Come from different universities and have a senior title or doctorate degree with a deeper understanding and dowell in the human resource management in libraries of Guangxi universities.

### **The Variable**

The variables include the main factors of human resource management in Guangxi university libraries: 1) Human Resource Planning, 2) Recruitment, 3) Training, 4) Performance Appraisal, 5) Career Development.

### **Advantages**

1. The comprehensive quality of the librarian team directly determines the level and quality of library services. Human resource management is one of the driving forces that university libraries need to pay attention to the most to provide first-class services, optimize the human resource management of libraries, and provide human resource guarantee for the library's in-depth subject knowledge services, whether it is to enhance competitiveness of the library, promote the development of human resources in the library, achieve sustainable development of the library, or serve the construction of university disciplines and strive for first-class disciplines, all play an

indispensable role and are of great significance. The survival and development of libraries depend on their own human, material and financial resources, of which human resources are in the first place, and the effective use of other resources is governed by them. Librarians are not only library managers, but also carry knowledge and intelligence, knowledge innovation talents are the key factor in the development of libraries, directly determine the management and future development of libraries.

2. The value of a library's existence lies in its service. In the era of digitalization and informatization, libraries need librarians with new service capabilities to provide first-class services, and the current university libraries generally have the phenomenon of aging personnel. Therefore, university libraries need to reformulate their human resources planning around the construction of disciplines, review the existing personnel structure, organizational structure, management mechanism, etc. of the library, analyze and optimize them, make full use of each librarian's academic advantages and work ability, and rationally allocate librarians from the aspects of gender, age, education, title, knowledge structure, etc., so as to truly achieve the matching of personnel and posts, reasonable division of labor, and the best use of their talents, so as to fundamentally improve the service ability and willingness of librarians.

3. Improving human resource management can help improve the level of discipline construction and development in colleges and universities. During the information society period, different disciplines have different needs for literature resources and services, and libraries need to actively intervene in the needs of disciplines, understand the construction and development of disciplines, and provide personalized services. In this case, a librarian who not only has background knowledge of related disciplines, but also can ensure the resource needs, scientific research needs, and teaching needs of discipline construction is obvious to support the discipline. The librarian discipline team uses the library resource platform and data analysis tools to provide all-round, provide professional services to teachers and students efficiently, which can greatly improve the efficiency and quality of teaching and scientific research in first-class disciplines. It can be said that the current high-quality development of discipline construction in colleges and universities is inseparable from the high-quality

literature resource services, teaching and research services, and information services provided by libraries, and the guarantee of high-quality service talents needs to rely on the excellent level of human resource management in the university libraries to provide all-round guarantees such as planning, system, training, and incentives. In the new era, university libraries need to have the concept of thinking of danger in times of peace, actively match the first-class discipline construction strategy of universities, change the library employment mechanism and management mode, integrate talent resources, and improve the comprehensive quality of librarians, in order to cultivate a growing and down-to-earth staff team to promote the construction of university disciplines.

4. Improving the human resource administration, the library is an effective means to prevent the loss of talent. Librarians, known as knowledge managers and information experts, determine the survival and development of libraries, and high-quality and high-level librarians are extremely important resources that affect the development of libraries. This requires the library to reasonably carry out human resource management, adhere to people-oriented, stimulate its work enthusiasm and creativity to the maximum, and promote the process with development of the library. Human resource management is the basis for the library to formulate future development plans, which is conducive to the realization of self-worth and finding the sense of old belonging from work. Combine the personal development goals of librarians with the development of librarianship, arrange suitable Wang Zuo positions according to their personal strengths, and assist them to tailor personal career promotion, and at the same time provide education and training opportunities for librarians, through continuous self-learning and self-innovation, so that they can serve social groups more comprehensively and professionally.

5. Human resource administration is an effective means of rational use of other library resources. Through an effective management of human resources, fully integrate them with other resources, enhance the use of library information retrieval in order to better play the role of libraries in promoting teaching and research. Human resource management is the embodiment of adapting to social development, which can effectively guarantee the all-round development of university libraries. The

professional and technical conditions of the university library are very high, and the professional and technical personnel with higher education are required, and these high-level professional and technical personnel will have strong achievements, respect and the demand for knowledge, therefore, this requires the library's talents with professional knowledge and skills to actively participate in the library's development planning, the organization of information resources and the creation of new knowledge. In order for them to be competent for these tasks, library leaders need to consciously create opportunities for them, provide a broad development platform, improve their business knowledge and skills through continuing education, vocational training and other ways, and provide readers with high-quality and in-depth information services, so as to effectively promote the vigorous development of university librarianship.

### **Definition of Human Resource Management**

**Human Resource Management** refers to the all process base on the formulation of the development strategy of colleges and universities, so as to rationally plan and allocate human resources. In this process, it involves planning, organizing, leading, controlling, and coordinating people within an organization with the aim of maximizing the potential of employees and improving their job satisfaction and performance, so as to bring greater and better benefits to the organization, at the same time, it can make the staff achieves personal career development through these management activities.

**Human Resource Planning** refers to the organization according to the actual work needs of internal strategic planning, through scientific and effective means to predict the supply and demand of human resources that the organization will encounter in the future, so it will formulate relevant human resources acquisition, utilization, retention and development plans in a timely manner to meet all the needs of the organization for human resources. Scientific human resource planning can help to achieve the strategic goals of the organization and further ensure the rationality and practicability of the use of human resources.

**Recruitment** refers to the process by which an organization effectively attracts, selects, and hires the required staff through activities and processes involving a planning system to fill vacancies or meet future talent needs, so that they must meet the qualifications and conditions required throughout the process. The organization will clarify the positions, quantity, responsibilities, qualifications, etc. required for recruitment, so as to formulate a detailed recruitment plan, and then release information through multiple channels, and then take interviews and screening after determining the candidates, so as to achieve the purpose of employment.

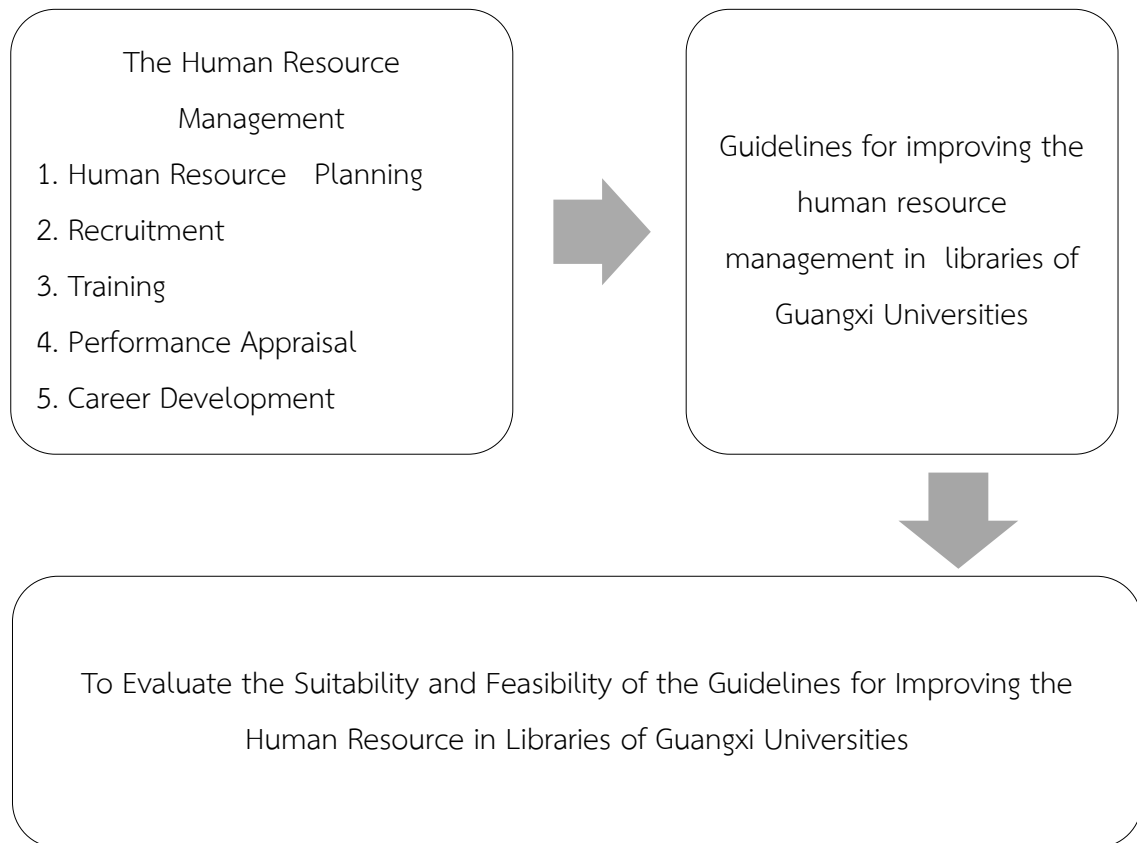
**Training** refers to a series of related learning activities organized by the organization in a planned and purposeful manner, mainly to help employees adapt to the development needs of the organization, improve work efficiency, and enhance personal professionalism, so as to improve the knowledge, education, skills and other aspects of internal staff, so as to promote the simultaneous development and progress of the organization and employees. The process of improving the quality of employees through various education and teaching methods, training is mainly based on training and training, and the trainees can master certain skills through training, training, observation and other ways.

**Performance Appraisal** refers to the organization planning internal performance objectives in advance, and regularly or irregularly evaluating the work attitude, performance and behavioral results of employees by designing corresponding standards and processes, so as to make decisions on rewards and punishments, promotions or demotions. It is a very critical part of human resource management, which can help employees find their own strengths and weaknesses and improve in a timely manner, promote personal progress and development, and also help organizations adjust human resource strategic planning in a timely manner, optimize resource allocation, and improve performance levels.

**Career Development** refers to the process of continuous learning, continuous growth and progress of employees, so as to achieve their own career goals, improve their professional ability and quality, and obtain a sense of professional achievement. It is coherent and persistent, and in the process, individual employees need to continuously self-evaluate, set career goals, develop career plans, learn new

knowledge, strengthen personal skills, and expand interpersonal relationships to support their own career development.

### Research Framework



**Figure 1.1** Research Framework

## Chapter 2

### Literature Review

This study aims to conduct strategic research on how to enhance the human resource management in Guangxi university libraries. The researchers analyzed the literature, concepts, research background, and theories related to human resource management in university libraries. The details are as follows.

1. The Concept of Educational Administration.
2. The Concept of Human Resource Management.
3. The Theory of the Human Resource Management of Library
4. Related Research.

The details are as follows.

#### **The Concept of Educational Administration**

Educational administration is the process of managers organizing and coordinating the education team, giving full play to the role of educational human, financial, material resources and other information, and using various favorable conditions within education to achieve educational administration goals efficiently. It is a series of activities in which the state organizes, coordinates and controls the education system. Education administration is an indispensable part of public utility administration. Broadly speaking, it includes two aspects: educational administration and school administration. Micro-education administration is often referred to as school administration. Macro education administration is called education administration. Educational management as an educational phenomenon has a long history, but people have taken it as a scientific research object to form their own academic views and guide the practice of educational administration since the middle of the 20th century. Educational administration is the act of following the objective laws of education in a specific social environment and rationally allocating various educational resources to achieve educational policies and educational goals. Educational administration behavior must be determined according to the specific

environment, it is usually under the constraints of a country's or region's economy, politics, cultural environment, social inheritance, etc., led by the educational values of the leaders of the education administrative departments, using the method of combining science and tradition to plan and predict, guide and organize, coordinate and supervise, control and motivate all types of educational organizations at all levels under its jurisdiction, so that limited educational resources can be fully developed and rationally allocated to achieve the improvement of school-running efficiency, stable teaching order, The purpose of improving the conditions for running schools, improving the quality of education, and promoting the sustained and healthy development of education.

Modern education administration refers to the process by which the state or local governments plan, organize, coordinate and control a series of activities of the education system to improve educational efficiency and achieve educational goals." Obviously, education administration pays more attention to enabling education administrative departments to effectively guide and deploy various educational undertakings at all levels with various methods, measures and means from a macro perspective. Drucker (1954, p.72) proposed in the publication of "The Practice of Administration" that human resources should be regarded as a special resource among all resources to analyze and study, it has its own characteristics, this is a kind of "human" resources, human resources can be developed and utilized, but must have certain appropriate development means, in order to bring obvious economic benefits to the enterprise itself or social development.

Yang Deguang (2000) This paper proposes improvement suggestions in five aspects: establishing the goal of modernized urban community higher education management, constructing modernized urban community higher education management system, building modernized urban community higher education management platform, innovating modernized urban community higher education management investment mechanism, and building modernized urban community higher education management team, in an attempt to provide reference for the current urban community higher education management reform in China.

Huang Wei (2001, p.10) It is proposed to optimize the higher education management function and promote the innovative development of higher education management in China through three dimensions: clarifying the concept of big data education management, promoting the construction of education management informatization, and creating a data-based professional faculty team.

Xu Lei (2019, p.2) It is believed that establishing humanistic management concept, creating humanistic management environment, formulating humanistic management system and improving teachers' humanistic qualities can strengthen the cultivation and implementation of humanistic concept in higher education management and optimize the management mode of higher education under humanistic concept.

Ai Jiafeng (2015) It is believed that in the reform of higher education management, the government should transform government functions and change government roles, strengthen macro regulation and control, formulate and improve laws and regulations and supervision mechanisms, and ensure the orderly participation of multiple subjects in higher education governance according to law.

Pan Maoyuan, Chen Chunmei (2017, p.6) thoughts on higher education management are centered on talent cultivation, academic-oriented, striving for first-class and pursuing excellence, and the specific contents mainly include the construction of modern university system, classification and positioning of universities and the development of characteristics, teaching development and management innovation, and the professionalization of education management cadres. The basic features of Pan Maoyuan's thoughts on higher education management are the combination of tradition and reality, the balance of macro and micro, and the unity of theory and practice.

Liu Hongliang, Zhao Hong (2017, p.6) It is found that higher education management fads show that the transplantation and application of management theories depend on the value objectives and organizational contexts of higher education management, and the lack of knowledge matrix and theoretical stability in higher education management is the inherent root of the rise and fall of management fads.

Zhang Jing, Xu Xiaoying, Tan Liqiong (2019, p.10) It is found that the characteristic constitutive elements as the articulation point of globalization integration can reflect the specific advancement of the construction of higher education management system in China and the United States, and can fully enlarge its intrinsic development value, so as to create new ideas for the construction of higher education management system.

Hu Xinfeng, Su Zhaobin ,Li Weina (2014, p.4) It is found that the co-authorship rate in the field of higher education management in China is low; the cooperative research team has small-world network characteristics and scale-free characteristics; the cooperative research team in the field of higher education management has basically formed with strong research strength, which shows that the cooperative research team of universities as become the main force of research in this field; the hotspots of research are prominent and in-depth, and the way of research focuses on the combination of higher education management and social development The research is focused on the application of higher education management and social development, which reflects the characteristics of the times.

Zhang Jing, Tan Liqiong, Li Siyu (2019, p.11) It is proposed that educational management refers to a series of management activities that integrate and coordinate human, material, financial and other resources in educational organizations to achieve educational goals. The core task of educational management is to provide a suitable environment and conditions to maximize the benefits of educational practice. Educational management includes a series of management functions such as planning, organization, leadership, and control, aiming to promote the development and progress of educational institutions.

Wu Zhihong (2000) It is proposed that educational management is not only the management of school material equipment, but more importantly, the management of educational plans and educational activities. Educational management is that in the political, economic and cultural environment of a country or region, the leaders of the educational management department, under the control of educational values, use scientific methods to predict and plan, organize and guide, supervise and coordinate, motivate and control all levels and types of educational

organizations under their jurisdiction, so that limited educational resources can be developed and reasonably allocated to improve the quality of education, increase the benefits of running schools, stabilize teaching order, improve school conditions, and promote the development of education.

Feng Daming (2002) It is proposed that educational management is to predict and plan, organize and guide, supervise and coordinate, motivate and control educational organizations of all levels and types under the constraints of the political, economic and cultural environment of a country or region and under the control of the educational values of the leaders of the educational management department, so that limited educational resources can be developed and reasonably allocated to achieve the purpose of improving the quality of education, enhancing the efficiency of running schools, stabilizing the teaching order, imp

Yang Tianping, Shen Yanting. (2019, p.6) In the context of universalization of higher education, through exploring new development paths, deepening the reform of full credit teaching management system, constructing the organizational structure of multigovernance teaching management and strengthening the construction of information based teaching management operation mechanism, so as to improve the management level and teaching quality, meet the development needs of college students, and promote the sustainable development of higher education at the universalization stage.

Zhao Shuming, Shen Qunhong (2019, p.108-112) It is proposed that to promote the modernization of China's higher education governance system and governance capacity, it is necessary to establish the governance concept of legal governance, gradually improve the relationship between the government and higher education; build a modern university governance system with orderly operation and improve the capacity of autonomous management of universities; give full play to the wisdom of multiple subjects and improve the capacity of multiple governance of higher education.

Wang Lifan (2019, p.18-19) It is proposed that to improve higher education evaluation system and enhance higher education governance capacity, it is necessary to first improve the relevant policies and regulations system, promote the separation

of management and evaluation, clarify the responsibilities and rights of government, universities and social intermediary organizations in higher education governance and evaluation, and establish a closer and more effective cooperation and dialogue mechanism among all subjects to achieve the maximum benefit of higher education as a whole.

Qin Dongfang, Lu Xiaoxi. (2019, p.5) Exploring the relationship between the original applied higher education and undergraduate vocational education after the Ministry of Education of China launched the pilot undergraduate vocational education and from the historical evolution of vocational education, through a comparative study with the undergraduate vocational education in major developed countries, we propose the idea that undergraduate applied education can be used to oversee undergraduate vocational education.

Yan Xiaohong (2004) It is proposed education management refers to the education and value guidance of students, and it is a long-term and process-based management. In the process of implementation, by making full use of a variety of resources and measures, the behavior of students is effectively regulated, which is conducive to improving the quality of school education and better serving the development of teaching.

In a word, higher educational management ideology is the concept and proposition of dealing with the relationship between higher education institutions, government, society, and other aspects. Moreover, higher education management ideology cannot do without human rational thinking, and it can withstand the test of time. It is an internal understanding of higher education management practice, which is derived from higher education management practice. Moreover, higher education management ideology should contain the possibility of "practice" in higher education management, It refers to the viewpoints, insights, and summation formed by higher education workers on educational and teaching activities, school work, and other practices. Therefore, higher education management ideas are a valuable and creative, inclusive ideological system derived from higher education management practices.

## The Concept of Human Resource Management

The term "human resources" was coined by the famous contemporary management scholar Peter Drucker. F. Drucker) in 1954 in his book *The Practice of Management*. In this scholarly work, Drucker proposes three broader functions of stewardship: managing the enterprise, managing managers, and managing employees and their work. When discussing managing employees and their work, Drucker introduced the concept of "human resources." "The only difference compared to all other resources is that it's human" and a resource with "special assets" that managers must consider. Drucker argues that human resources possess qualities that are not currently available in other resources, namely "coordination, integration, judgment, and imagination." His epoch-making concept, Management by Objectives (MBO), is also the most important and influential concept invented by Drucker and has become an important part of contemporary management. With the development of human resource management practice, scholars began to study the combination of human resource management and enterprise strategic management, and since then, the research of strategic human resource management or human resource strategy has begun. Therefore, it can be seen that strategic human resources management is the stage of development of human resources management. In 1958, Barker published a report for the Center entitled "Human Resources Function". This is the first time that Bruce E. Kaufman, a Georgia State University professor and industrial relations scholar, has used the term "human resources" in modern organizations. In the paper, he elaborated on issues related to the management of human resources, which he discussed as an ordinary function of management. He believes that the management function of human resources is as crucial to the success of the organization as other management functions such as accounting, production, finance, marketing, etc. According to Barker, the functions of human resource management include personnel administration, labor relations, interpersonal relations, and the development of administrative staff. Dekojurich's book "Human Resource Management Practice" is a textbook that introduces the practice of human resource management, covering human resource planning, recruitment, training, performance management, etc.,

emphasizing the strategic and performance orientation of human resource management.

Human resource management refers to the rational allocation of human resources in a planned manner according to the requirements of the enterprise development strategy, and mobilizes the enthusiasm of employees, gives full play to the potential of employees, creates value for the enterprise and brings benefits to the enterprise through a series of processes such as recruitment, training, use, assessment, incentive and adjustment of employees in the enterprise. To ensure the realization of the strategic goals of the enterprise, it is a series of human resources policies and corresponding management activities of the enterprise. These activities mainly include the formulation of corporate human resources strategy, employee recruitment and selection, training and development, performance management, compensation management, employee turnover management, employee relationship management, employee safety and health management, etc. That is, enterprises use modern management methods to plan, organize, command, control and coordinate a series of activities such as the acquisition (selection), development (education), retention (retention) and utilization (employment) of human resources, and finally achieve the development goals of enterprises.

Gary Desler (1999) emphasized, "Human resource management is a kind of management technology and policy that needs to be mastered, mainly used to manage human or personnel tasks in the work, to ensure that the management work can be carried out, and can better deal with various problems in people or personnel." More specifically, by hiring, evaluating, training, and encouraging employees and providing a fair and safe working environment for employees."

Arthur, J. B. (1994, p.670-687) explores and proposes the premise of stimulating employee enthusiasm by exploring the relationship between human resource management and performance, mainly to integrate employee growth goals with enterprise development goals. In other words, there is a great relationship between human resource management and performance, and successful performance can make human resources give full play.

Peterson (2004, p.209-227) proposed that in "Human Resources System Management" that human resource management in enterprises includes recruitment, screening, performance appraisal, incentive compensation, employee energy development and labor-management negotiation. With the gradual enrichment of the connotation of performance appraisal, performance management has been widely accepted and skillfully mastered and applied by industry insiders.

Gary Desler (1999) once proposed in "Human Resource Management" that "winning the dedication of employees is the cornerstone of successful human resource management, and the cultivation of employee dedication can be achieved in the practice of any human resource management." "In short, each process of human resource management needs to be carefully practiced, and the spirit of contribution step by step is required.

Wordsworth, R. (2015, p.34) clearly stated in "Human Resource Management" that some of the more successful enterprises, the reason is that the human resource management of these enterprises is relatively successful, successful human resource management is through some incentive strengthening means to make employees in the work to achieve 100% investment, but also to cultivate the sense of belonging of employees, stimulate the dedication of employees.

Knight J (2015, p.1-42) believes that human resource management is more about influencing employees' work behavior and attitudes through a series of policies, systems and management practices. Improve employee productivity. Human resources can therefore be seen as a "people-related practice". In his book Human Resource Management: Gaining a Competitive Advantage, he also said that Gary Desler's point of view that a company's competitive advantage depends on the effective management of human resources. Through the management of rules and policies, personnel performance, rules and regulations to achieve the practice of enterprise human resource management, so as to influence employee behavior and working attitude.

Jackson, S. E., Schuler, R. S. (1995, p.237-264) believe that in order to achieve the effectiveness of human resource utilization, it is necessary to carry out human resource management within the enterprise, in short, the purpose of human resource management activities is to protect the interests of individuals and enterprises.

Jiang Yu (2021, p.184-185) pointed out that in enterprises, human resources are an important part. Play the role of salary management in human resource management, implement welfare incentives, stimulate the work motivation of enterprise employees, and ensure the development of enterprises. At present, the competition between enterprises is becoming increasingly fierce, but in the final analysis, it is the competition of people. Stimulate the potential of employees, improve the efficiency of human resource management, and promote the steady development of enterprises to a certain extent.

Luo Fei (2020, p.23-25) proposed in "Enterprise Human Resource Management Innovation under "Internet +" that in the context of big data, human resource management is no longer a high-ranking role, the distance between managers and employees, and between departments is narrowed, and the management concept of department leaders must be innovated.

Robert H. Kieserman (2008, p.135-137) pointed out that human resource management in colleges and universities requires that the university management should give priority to it and implement effective management strategies for human resources management.

Li Liu (2007, p.2) believes that human resource management is a form of resource for enterprises. The effective implementation of human resource management can give full play to its own value and provide strong support for improving the economic and social benefits of enterprises. Therefore, it is necessary to accurately grasp the implementation of human resource management.

Xie Fang (2019, p.2) pointed out that human resource management is the effective use of human resources through various techniques and methods to achieve organizational goals. The management of the external elements of human resources, that is, the management of maintaining the optimal ratio of people and things and the organic combination of relevant management, so that personnel are suitable; Unified

management of the internal elements of human resources, that is, the management of people's psychology and behavior, fully mobilize people's subjective initiative, make the best use of people's talents, and the two are unified in organizational goals.

### **The Theory of the Human Resource Management of Library**

Li Hui (2020, p.1) shows in her research that library human resources development is a comprehensive activity process that fully explores the wisdom, knowledge, experience, skills and creativity of library staff through planned investment in human capital of library staff, adopts effective forms such as education and training, and actively mobilizes library staff's work enthusiasm and potential development ability, aiming to enhance the talents and vitality of library staff and ensure the realization of library goals.

Liu Xin (2017, p.2) believes that library human resources development is to treat librarians as an important human resource and wealth, use modern management methods, and reasonably train, organize and allocate library manpower, so as to maintain the best ratio of manpower and material resources. At the same time, the thoughts, psychology and behavior of librarians are properly induced, controlled and coordinated, the potential of staff is fully tapped, the innovation ability of employees is stimulated, their work performance is improved, and their professionalism is enhanced, reflecting the full use of talents, things are suitable and personnel are appropriate, so as to achieve the development goal of humanized library services

Li Zheng,Wu Xiujin (2012, p.1) believes that the theory of human resource management in management should be applied to libraries. Library human resource management is to apply modern management concepts to library human resource management, formulate human resource management strategies that conform to the times and the actual situation of libraries, integrate library human resources, optimize organizational structure, improve the comprehensive quality of librarians, reflect the value of human capital of librarians, achieve management goals, and promote the development of library business.

Ye Hangqing, Jin Zhongren (2008, p.4) applies cluster theory in economics to the integration of library human resources. It is believed that cluster theory can be used to promote library information innovation. In view of the great differences in the development of various libraries, the transformation of traditional libraries into composite libraries, and other issues. Build a virtual organization on the basis of not impacting the existing human resource model of the library, and cluster the individual librarians and departments of the library scattered. The ability to integrate information and form an organizational culture of active learning, communication and sharing. Realize the cluster effect of library human resource management. Maintain the innovation and sustainable development of libraries, and enhance the competitive advantage of library human resources.

Xiao Hong, Zhao Xingyu (2021, p.28-37) focus on library management neglecting the personal value and emotional needs of librarians. The humanistic management idea of library based on respecting, understanding and caring for people is proposed. Considering the quality level, working ability and various needs of the library's staff, we use various incentive means to fully mobilize people's enthusiasm, tap human potential, and comprehensively develop human resources, so that the vitality of the library is continuously enhanced.

Zhong He (2019, p.1) believe in the article "Analysis of Job Satisfaction of Different Types of Librarians" that the morale of librarians has a great impact on the formation of a positive organizational culture, and low emotions will not only make other staff feel bad, but also affect the communication with readers, and make a more systematic quantitative analysis of the current situation of librarians' job satisfaction from 8 dimensions of gender, age, title, position, education, age of entry, library type, and region. It was concluded that there are some differences in satisfaction between different types of library staff.

Wang Lixian (2018, p.20-23) fully excavated a series of related theories in management psychology suitable for library development: Maslow's hierarchy theory, flexible management, two-factor theory and fairness theory, and incentive theory. The concepts of these theories are introduced, the scope of application of these theories is analyzed according to the different situations of libraries, and the characteristics of

library human resources are combined to discuss the model of library human resource management using a variety of theories, which has played a positive role in promoting library human resource management in the new century.

Zheng Lina (2020, p.68) Modern library human resource management is to regard librarians as an important human resource, and take the acquisition, development and utilization of human resources as the focus of management. "Hard discipline combined with soft discipline". The management content involves how libraries select, use, evaluate, cultivate, and motivate people, and gives play to the subjective initiative of librarians by establishing faith, strengthening education in life outlook and professional ethics, and giving play to the subjective initiative of librarians. At the same time, optimize the allocation of human resources. The management mechanism, rules and principles cooperate with each other to form a systematic and comprehensive library human resource management system.

Chen Manhong (2021, p.32) pointed out that the human resource management of libraries can be studied from the Maslow's demand principle to meet the five needs of librarians in this theory, so that libraries can better carry out humanistic management and achieve the goal of common development of librarians and libraries.

Chen Xiaolei (2019, p.123) pointed out the connotation and related theories of library human resource management, explained that the subjective initiative of librarians is the core of humanistic management, and discussed the library incentive mechanism of "hierarchy of needs" as the basis of humanistic management.

In conclusion, librarians are the most active factor in libraries. Libraries should develop literature information resources to serve the society, relying on literature resource developers. Only by mobilizing the subjective initiative of librarians, knowing how to make good use of people, making full use of their talents, and making the best use of them, can we mobilize equipment, librarians, and literature connections, maximize the efficiency of libraries, provide high-quality and efficient services for readers, and provide society with massive literature information that meets their needs.

### Human Resource Planning

Chen Yunque (2019, p.81) believes that the relationship between university libraries and their institutions is the relationship between superiors and subordinates, and the allocation of human resources is often constrained by the school's management system. For the development of the school, school administrators often use the library as the main place to arrange spouses or children when introducing academic leaders and high-level talents; After the implementation of the appointment system for colleges and universities, individual staff members of colleges and universities are in a state of waiting for their posts, and school administrators often arrange non-professional and low-educated personnel to the library through coordinated methods, which hinders the overall development of the library industry.

Feng Fei (2003, p.55-58) believes that compared with university libraries, public libraries have a wide range of services, diverse service levels, a comprehensive collection structure, and a management system with legal personality, which determines that the human resources requirements of public libraries have the characteristics of high comprehensive quality, wide knowledge, sophisticated business technology, strong sense of responsibility, and good management. The literature discusses how to apply the principles and methods of modern management theory to develop and utilize the human resources of libraries around these characteristics.

Liu Junmei, Niu Aili, Zhang Xiaojing (2006, p.191-192) proposed in the human resource management model of hospital libraries that medical science continues to develop, requiring libraries to provide high-quality medical information services and personalized services, and requiring libraries to participate more in clinical treatment, scientific research and management practices, so librarians must master the necessary medical knowledge, understand the latest development trends of medical science, and extract and provide high value-added medical knowledge for users from digital information. The core goal of management is to build a solid professional knowledge system, multi-level, proportional coordination and specialization composed of professional knowledge and proficient application knowledge.

Li Lin (2011) On the one hand, the library should communicate with relevant leaders and departments in a timely manner, so that they understand the necessity of business innovation and the intention of human resources development, so as to win the policy support of school leaders and relevant departments for the development of library human resources. On the other hand, it is necessary to actively strive for the financial support of the school for the development of human resources in the library, which is an important material guarantee for the development of human resources, and is of great significance for improving the comprehensive quality of library staff and updating their knowledge structure.

Suo Xiaorong (2011, p.3) Through the establishment of human resources education and training system, the human resources development of university libraries will be put on a scientific and standardized track. Solidifying education and training in the process of human resources development in the form of a system can effectively avoid major iterations in human resources education and training due to changes in leaders and personal preferences. Therefore, it is of great significance to establish an employee education and training mechanism.

Du Youwen (2018, p.5) The degree of human resources development and utilization of the library determines whether it can efficiently sort out the most cutting-edge information literature, affecting the transformation of knowledge resources into actual teaching and scientific research results, and must be incorporated into the overall development strategy of the school, especially the large plate of personnel system reform to overall consideration, systematic planning, under the unified leadership of school leaders, responsible for the management of school leaders to lead, personnel, finance, library and other relevant departments to participate together, in order to better play the role of librarians, Enhance the core competitiveness of libraries, and research and formulate innovative plans for library human resource management.

Zhang Sa (2018) In order to meet the needs of personnel, managers can take the following measures: guide the establishment of informal groups, develop various social forms, jointly build a harmonious working atmosphere, strengthen communication among colleagues, and establish a good sense of teamwork; Carry out

a variety of team social activities to strengthen employee group identity and group awareness. Optimal allocation of human resources means that through effective recruitment, training and assessment, the library allocates suitable personnel to positions that meet its personnel characteristics, so as to achieve the overall goal of the library. To optimize personnel and job allocation: First, the staffing of the library is to achieve its overall goal, and to invest the least amount of human resources in the case of determining the total amount of human resources. Second, within the library, for specific jobs, in order to achieve the work objectives of the post, the value of the service target is maximized through minimal investment. Third, balance the staffing through the different working abilities of the service targets of each position.

Chen Jianfeng (2017, p.1) pointed out that when libraries carry out human resources planning, they are often based on the strategic goals of the library, and scientifically predict the supply and demand of human resources in the future development of the library, so as to ensure the appropriateness of human resources strategies and lay a good foundation for the long-term development of libraries. If the planning is in place, it can lay a good foundation for better human resource management. Therefore, libraries must do a good job to ensure the effectiveness of human resources management and allocation.

In total, human resource planning refers to the implementation of the development strategy of the enterprise, the completion of the production and operation goals of the enterprise, according to the changes in the internal and external environment and conditions of the enterprise, through the analysis and estimation of the future human resource needs and supply of the enterprise, the use of scientific methods for organizational design, the acquisition, allocation, use, protection and other links of functional planning of human resources, the formulation of the enterprise human resources supply and demand balance plan, to ensure that the organization in the required time and the required positions, obtain a variety of necessary human resources. Ensure that things (positions) have their own people and make the best of their talents, so as to realize the rational allocation of human resources and other resources, and effectively motivate and develop the planning of employees. Human resources planning is the starting point and basis for various specific

human resource management activities, which directly affects the efficiency of the overall human resource management of the enterprise, so it is regarded as the primary work requirement of human resource managers.

### **Recruitment**

Chen Yanzhang (2022) pointed out that university libraries should take the initiative to formulate their own human resources recruitment plans and talent introduction plans to meet the actual needs of talents. Actively strive for talent introduction policies from schools, break through the confinement of direct personnel arranged by schools, strive for talent introduction indicators, and further broaden employment channels. Externally, we pay attention to actively improving the talent introduction policy, establish a flexible talent introduction mechanism, focus on introducing high-level talents with rich experience and post, pay attention to absorbing and training full-time and part-time discipline librarians inwardly, continuously optimize the quantity and quality of human resources in the library, and reserve talents for deep-level discipline services. Comprehensively review the human resources construction of the library, formulate a human resources recruitment plan according to the school's discipline construction goals and the personnel status of the library, and comprehensively consider the number of librarians, academic qualifications, learning background, professional ability, age, type and other factors. Secondly, the talent recruitment plan should be based on the job requirements of the department, comprehensively evaluate and formulate the quantitative and qualitative needs of talents, and ensure that they meet the needs of the position in the library. Focusing on the construction of first-class disciplines in the school, vigorously introduce outstanding talents at the master's and doctoral levels in related majors, and at the same time give generous treatment and retain talents to promote the construction and development of the school and library.

Wei Xin (2014) pointed out that if university libraries want to introduce some high-level talents with high education, high quality and innovative awareness, and at the same time solve the existing problems about the unreasonable age, title, academic background and professional structure of talents, they must first create an environment to attract talents, in order to win the talents they need, provide talents

with a good space for their own value, and create a benign mechanism for the continuous introduction of talents. Improve the talent recruitment system, do not blindly pursue highly educated talents, and be good at selecting professionals related to library work; Without giving too much consideration to academic qualifications, the overall quality of human resources can be improved through future training. As comprehensively as possible, introduce the library's various talent team allocation, working environment, academic atmosphere, salary and welfare benefits, and the school's policy support for the library, so as to attract more senior talents who do not understand the work of the library. Imitate the way enterprises recruit employees, organize unified recruitment activities, so that candidates can fully show their talents, and at the same time other functional department personnel participate in recruitment, listen to the opinions of all parties to comprehensively score candidates, select the most suitable personnel to enter the library work, ensure the quality of the introduction of talents and the fairness of the selection and employment system, and at the same time make applicants psychologically respected and satisfied.

Xiong Li (2015) pointed out that in order to ensure that the library can recruit talents in line with the development of the library in the talent recruitment process, it is necessary to conduct a comprehensive analysis of the nature of the work of the position, and through the analysis of skill needs, knowledge needs, etc., it can lay the foundation for the library's recruitment work, and at the same time provide a theoretical basis for the candidate's future work. For university libraries, it is necessary to formulate a sound talent recruitment system, set up detailed procedures such as written examinations and interviews in the recruitment process, and observe whether applicants can work one by one through objective investigation. The selection of university library talents generally adopts two methods: internal and external competition. For library talent recruitment, internal talent recruitment can not only provide a platform for all librarians to exert their own abilities, but also discover outstanding talents among existing staff in time, and improve the comprehensive quality of all staff through internal competition, so as to achieve the purpose of talent incentives. The external competition mechanism of the library refers to the recruitment of talents in the external talent market of the library, and then the selection of

outstanding talents. External talent competition is the main means of talent introduction, which is conducive to the inflow of high-quality talents, and can also ensure the continuous growth of the library talent team and prevent the loss of high-quality talents. In the process of using the external competition mechanism for talent selection, we should also pay attention to the selection of library and information professionals, because for the future development of libraries, only professional library and information talents can better engage in the management of university libraries.

Gulinazi (2020) The structure of library human resource management is unreasonable, because in the long term, the school intervenes in library human resource management greatly, and the library does not have the power to independently recruit and select recruiters, which must be changed, and the library needs to be given independent personnel rights. In this way, the library itself can develop a human resources planning recruitment plan according to the type, number and timing of personnel to be recruited. Formulate the recruitment process, resume, initial, written test, interview a series of links to conduct all aspects of the candidate's examination to ensure that the candidate who can meet the requirements and requirements of the corresponding position can apply successfully. Comprehensive and objective analysis of achievements and other factors, the development of quantifiable indicators to assess candidates, the selection of outstanding talents requires fierce competition, and increasing the degree of fierce competition needs to attract more people's attention and participation in the application. In internal and external recruitment, social and school recruitment, it is necessary to enforce the law impartially and follow the principles of openness, fairness and justice.

Tang Lihua (2017, p.3) believe that the implementation of library recruitment should implement dynamic management. Actively explore new forms, new methods and new methods of university library employment in the "Internet +" environment, strengthen post-employment management, establish an incentive and competition mechanism of "cadres can move up and down, personnel can enter and exit, and salaries can be high and low", build a high-quality management, technology and service team that is compatible with modern libraries and have a reasonable structure,

encourage outstanding talents to stand out, and promote the sustainable, rapid, healthy and coordinated development of school libraries. According to the relevant policy documents on the employment of library positions, all kinds of positions at all levels of the library implement open recruitment, equal competition, and merit-based appointment. The open recruitment of some positions is not only for the library, but also for the inside and outside of the school, further activating the employment mechanism.

Zeng Xianyu, Dong Kai, Yan Erkai (2023, p.134) believes that the most important thing for libraries to recruit is to do a good job in the endogenous development of library talents. At the same time, it is necessary to make prudent use of every opportunity for unified recruitment by schools, strengthen investigation and study, and do a good job in interviewing second-level units after school interviews. First of all, we must do a good job in the introduction of talents, analyze the actual needs of talents in various aspects, match the professional needs of talents in short supply with the introduction of talents, and introduce suitable talents; Secondly, it is necessary to make reasonable arrangements for the introduction of talents, form a team and form a joint force; Finally, it is necessary to formulate specific measures for bringing in qualified personnel, bring in high-quality qualified personnel, and do a good job in providing relevant services and supporting facilities, enhance the centripetal force, and enable the introduction of qualified personnel to play a positive role. Ensure that the introduction of talents has outstanding professionalism, high comprehensive quality, development potential, and can improve the professional ability and service level of the talent team. It is necessary to have a high degree of predictability in recruitment and be able to predict the stability of the work of the introduced personnel after joining the company.

Zhao Yan (2020, p.143-144) pointed out that the emphasis on the introduction of library talents at the school level should be strengthened. The library should concentrate the existing human resources and resource advantages, provide services for the school's reference decision-making, strive for a higher status and more voice for itself, attract more attention and attention to the library's work, and lay a solid foundation for the introduction of library talents. In addition, formulate a detailed

recruitment plan, classify the professional and technical personnel required by the library in the next 5-10 years according to professional requirements, job settings, etc., and use the opportunities of undergraduate and graduate internships of the school to find some fresh forces with strong hands-on ability and positive business work in advance, and actively strive for places in the school when the school recruits centrally every year to ensure that the library can introduce 2-3 professional and technical personnel every year, so as to provide an important manpower guarantee for the sustained and rapid development of library work under the new situation.

Wang Dong (2017, p.15) pointed out that in order to have excellent first-class talents and retain talents, libraries must create a good environment for talent growth, and establish and improve development mechanisms and spaces that can adapt to and meet the needs of outstanding talents. In terms of personnel management, the library should reform the personnel selection system and change the appointment system to an appointment system. From leading cadres to employees, the appointment system is adopted, and through open recruitment by society, competition for posts, and fair recruitment. Strengthen the construction of a composite talent team that understands both library management and modern science and information technology, and implement the appointment system from librarian director to librarian, so that every employee has the right to open competition for posts and has the opportunity to display their talents and develop.

Zhou Liu (2021, p.31-33) pointed out that libraries should dynamically compile the number of libraries determined by universities, so as to recruit library professional and technical personnel through professional examinations on the basis of open recruitment and preliminary screening of universities, taking the competence of talents to positions as the core. For key posts with high professional and technical requirements, the library shall propose to allocate personnel with professional background in library and information or computer expertise, implement the "passing on and helping" talent training model through the introduction of high-end talents, drive the staff in the library, form a good positive atmosphere, and effectively shorten the personnel in the library to meet the business requirements of each post.

Tian Lijuan (2022, p.10-11) pointed out that attaching importance to recruitment, rationally allocating human resources, improving the structure of human resources, appropriately strengthening investment, and achieving accurate matching of human resources allocation with actual work needs are important prerequisites for university libraries to carry out innovative human resources construction. Therefore, university libraries should adapt to the development trend of library business diversification, take the initiative to change the traditional work concept, break the traditional employment mechanism, improve the relevant system, do a good job of the "entrance gate", in the talent recruitment link, according to the actual needs to do a good plan, set up posts according to the ticket, increase the recruitment ratio of library and information and computer-related professionals, take into account ideological and moral assessment, and realize the reasonable allocation of human resources and positions.

### **Training**

Zhao Yongfen (2018, p.5) pointed out that the National Library Board of Singapore (2010) proposed in the "Library 2010 Plan" to "establish a supporting environment for library, information and knowledge management professionals to achieve the transformation of librarians in the 21 century". The goal of its Librarian Professional Development Program is to develop a cadre of professional librarians for the National Library Board to provide critical services in support of the Library's Strategic Objectives 2010 Plan, with a focus on advancing advanced expertise and skills in selected fields. Through course study, professional guidance, practical practice, and international conferences, we will enhance the advanced professional knowledge and skills of librarians in their chosen fields, and build a team of specialized librarians who provide key services for planning goals, so as to realize the transformation of the librarian of the century, including from librarian to aggregator and disseminator of knowledge in various media, from information screening to knowledge guidance, from sorting and cataloging information to connecting knowledge in different fields, from generalists with information search functions to professionals with information search functions.

Clare M. Connor (1992, p.59) argues in the title "Librarian Training" that it is necessary to provide bento training, arm them with effective job skills, and enable staff to adapt to change more quickly. Librarians face it with confidence. He divided librarian training into the following stages: identify training needs, establish objectives, decide on methods, devise training programme, prepare resources, conduct programme, evaluate programme, make any adjustments and provide follow-up.

Liu Yong (2019, p.3) The Australian Library and Information Association (ALIA) provides librarians with different forms of learning, including not only formal education, but also non-formal learning activities, tutoring, field learning, in-library training, business presentations, surveys and service activities. In ALIA, the Career Development and Career Management Unit is responsible for continuing training and provides extensive training for librarians. At the same time, ALIA has developed a number of vocational training partners, providing high-quality training programs, jointly developing continuing education for librarians, and expanding the international perspective of Australian librarians through partnerships with organisations including the Australian Government Library Information Network, IFLA and others. In order to guarantee the acquisition of these knowledge and skills by librarians, ALIA has established strict regulations to ensure the professional skills of library practitioners.

According to Chuck Thomas and Salwa Ismil Patd, libraries and librarians face a lack of training programs for the refinement of their functional and service levels after digitization. Therefore, the training of librarians needs to keep pace with the times and develop and enrich in terms of training mode, training content and training form.

Chen Ke, Jiang Xiao, Huang Huan (2017, p.5) believes in "Research on the Career Management of University Librarians": In order to promote the long-term common development of libraries and individuals, university library organizations must establish a sound education and training system, carry out various types of training oriented to career development, and consider the needs of employee personal development in the education and training of employees, and combine them with their personal career development, so that employees can get corresponding training every time their careers change; Employees should also be encouraged to participate in the various training provided within and outside the organization.

Ding Yunzhi (2020, p.2) pointed out in "Practicing the Scientific Outlook on Development to Improve the Management of Human Resources of University Libraries": University libraries should start from the strategic height of sustainable development of human resources, establish the concept of lifelong education, formulate practical medium and long-term education and training plans, and organize training according to business priorities.

Lu Wenhua (2019, p.209) said: "With the rapid development of higher education, colleges and universities attach great importance to the construction of human resources, and the introduction of a large number of highly educated and young professionals has optimized the team of librarians. It is worth noting that a considerable number of them are from non-graphic majors. The reason is that first, because the highly educated talents in graphic information are extremely limited, which cannot meet the development needs of all university libraries; Second, the development direction of the subject librarian system makes the library extremely inclusive of professional talents."

Raymond, a well-known American human resource management scientist. A. Noy (2011, p.95) pointed out that modern enterprises face four competitive challenges, namely the Global Challenge, the Quality Challenge, the Social Challenge, and the High-performance Work System Challenge. "

Zhong He (2019, p.1) "Research on Library Human Resource Training Needs" analyzes several main contents of library staff training from the perspective of training needs. The scope of librarian training mainly considers three factors: first, the professional characteristics of libraries, second, the connotation of librarian performance, and third, scientific and technological development and social progress. According to these three factors, library training should include at least three aspects: attitude, skills and knowledge. The attitude mainly includes the cultural concept, professional ethics, rules and regulations of the library. Skills and knowledge mainly refer to professional and cultural qualities. Including the rules and characteristics of various work, book classification rules, readers' lending rules, computer operation skills, information service capabilities, database use skills, foreign language proficiency, etc.; In addition, in order to meet the requirements of the information society, improve the

librarians' ability to innovate and adapt, and develop the potential of employees, intensive training of librarians' thinking styles and analysis of personal psychology and reader psychology are also necessary training content.

Zhang Sa (2018, p.30) pointed out that library training should create conditions for librarians to achieve career planning, achieve common progress between individuals and libraries, and make training produce better motivational effects. The library should train librarians in attitude training, work skills and professional knowledge, on the one hand, to fully integrate librarians into the new environment, and on the other hand, to allow librarians to determine the direction of future work and master work skills. This stage of training should be based on the basic situation of the library, department distribution, institutional setup, rules and regulations, job responsibilities, etc. In the medium term, the library should pay attention to the selection of talents according to the performance of librarians, and promote librarians with management willingness and management ability, and short-term training courses or seminars can be held at this stage to train librarians in professional knowledge and skills. In the later stage of the career, librarians at this stage have good work skills and accumulated rich work experience due to their long time in the library, and libraries at this stage should carry out professional training for librarians, such as academic exchanges, development and application of new technologies in the field of library and information.

Zheng Lina (2010) pointed out that the format of library training should be diverse and dynamic and flexible. There are both complementary and enhanced workshops; There are both thematic training courses for work links and short-term training courses with updated content; There are both study classes around a new technology and new standard, and refresher courses for systematic learning of business. The education and training of librarians should form a lifelong education system. Adhere to on-the-job, off-the-job, exchange and other training systems. Experts can also be invited to our library to hold lectures and other forms, participate in library cooperation organizations, realize resource sharing, let librarians continuously update their knowledge in a targeted manner, grasp the development trend and research

trends of the library management industry, and encourage each librarian to learn humbly and become a lifelong learner in the training.

In short, human resources training refers to the process of organizing the improvement of employees' quality through various educational and teaching methods. Human resource training is often highly targeted and intended to serve the overall strategic goals of the enterprise. Human resources training refers to the way in which trainees can master certain skills through training, training, observation, etc., which is mainly cultivation and training. In strategic human resource management, companies regard employees as human capital, that is, they see employees as something valuable and worthy of attention. Since it is capital, it needs to be continuously invested, and developing a reasonable training program is an investment that increases the value of employees to the organization through training investment, so as to realize the return on human capital investment. Training is an important part of strategic human resource management, but it is not absolutely separate, and must be used in combination with other functions of human resource management, and training and development should be integrated with other human resources functions to establish a structured career promotion path. Employees are trained and developed at key points in their careers, and the effectiveness of training can be well consolidated by moving up the ranks.

### **Performance Appraisal**

Baoyin (2013) pointed out that performance evaluation is mainly a way and means for managers to manage through performance. The performance appraisal is mainly based on the specific objectives of the organization's development, making full use of systematic and institutional Sexual norm and relevant procedures and methods, and on the basis of the principle of taking facts as the basis, making specific qualitative and quantitative evaluations of employees' daily work ability, work attitude, work achievements and other aspects, By combining the specific structure of performance evaluation with other human resource management functions in this way, the effectiveness and potential of employee work can be revealed, enabling employees, organizations, and even society to achieve certain benefits.

Steve Morgan (2001, p.22) believes that evaluation and assessment is "to objectively assess employees' abilities, work conditions, adaptability, personality, qualifications, habits, and attitudes towards employees conduct an organized and realistic evaluation of the relative value of the organization including the sum of evaluation procedures and methods. The assessment and evaluation of human resources are closely related to the selection and use of personnel, training, job adjustment, employment, rewards and punishments, welfare, and other aspects of job positions.

Shi Yu, Jia Rui, Wang Jiaoyun (2021, p.18) pointed out that the effectiveness of performance appraisal systems is crucial for integrating human resources and coordinating and controlling employee relationships. A complete library performance evaluation system should include evaluation objectives, evaluation criteria and methods, evaluation subjects, evaluation objects, feedback and application of evaluation, incentive mechanisms, etc. The most core part is the assessment objectives, assessment basis and methods, as well as incentive mechanisms. The design of performance evaluation elements is an important link in the performance evaluation work of university libraries. The content of library performance evaluation elements can be grasped from four aspects: morality, ability, diligence, and performance. The work performance of librarians is a comprehensive reflection of personal work ability and work attitude, therefore it should become the most important content in the evaluation. Therefore, it is necessary to do a good job in job analysis, determine assessment indicators at different levels, scientifically determine the evaluation subject, and then combine qualitative and quantitative assessments to facilitate feedback on assessment results.

Li Zhichao (2017, p.4) pointed out that a scientific, reasonable, objective, and operable performance evaluation system should be established in university libraries to truly reflect employees' work performance and improve efficiency. Only by establishing clear evaluation indicators and establishing an assessment system that objectively reflects the work performance of librarians can people's work enthusiasm and subjective initiative be fully mobilized.

Yu Haiyan (2016) believes that in practical work, the performance evaluation system should truthfully reflect the actual work situation of librarians. As the results of performance evaluation play an important role in the future work development, job promotion, welfare benefits, and other aspects of librarians, they are the main reference indicators. Therefore, it is required that the establishment of a performance evaluation system should consider multiple aspects such as performance and ability level, so that the evaluation results can be as authentic as possible. Impartiality stimulates the enthusiasm of librarians, encourages capable librarians to unleash their potential in their work, and enhances their innovation and autonomy. We should consider building a scientific and reasonable performance evaluation system from several aspects such as standard system, assessment system, evaluation system, and assurance system.

Jin Suiqing (2016) pointed out that performance evaluation is the fundamental measure of human resource management in university libraries, which comprehensively evaluates the comprehensive quality of librarians. The content mainly includes multiple aspects such as work performance, efficiency, attitude, business ability, and daily attendance. The evaluation subject must achieve fairness and impartiality in the evaluation process, comprehensively and objectively assess the work situation of the evaluation object, and ensure that the evaluation results are scientific and reasonable. It aims to organize and develop, while assessing librarians, mobilizing their enthusiasm, improving their performance, and ultimately improving the overall performance of the library. Performance evaluation is directly and closely related to the selection, job transfer, and rewards and punishments of librarians. An unreasonable evaluation system can undermine the work enthusiasm of librarians, thereby reducing the efficiency and performance of the entire library. Therefore, it is imperative to establish a scientific, effective, objective and reasonable performance evaluation system.

Liu Yang (2010, p.44-45) believes that a reasonable performance evaluation system can objectively reflect the work status of a librarian, and is an important basis for selecting talents, optimizing job positions, and achieving rewards and punishments for diligence and laziness in libraries. Each library, based on its own characteristics,

formulates various work standards and assessment indicators within the library, including ethics, abilities, diligence, performance, and other aspects, and establishes specific assessment content and standards for different positions. For quantifiable positions, quantitative standards should be adopted, and the salary of embassy staff should be linked to performance evaluation. Librarians should be evaluated on a fair and just basis, in order to promote the development of library work and provide a platform for fair competition and development for librarians.

Wei Xin (2014) pointed out that a sound performance evaluation system can eliminate librarians' dissatisfaction with unfairness and injustice in their work, improve librarians' enthusiasm in their work, and limit librarians' work behavior to improve library efficiency. The human resources evaluation system is inextricably linked with the set job positions, personnel development and utilization, job satisfaction, education and training, and personnel incentives. Therefore, on the basis of improving performance evaluation indicators, it is necessary to establish a complete, scientific and systematic performance evaluation system that reflects the work of librarians.

Xiong Li (2015) Performance appraisal refers to the process of using scientific and rational methods to examine the work performance and attitude of employees, and reflect this content into specific data to help managers better judge the work effectiveness of each employee. Performance appraisal is an important basis to ensure the development of the organization, can effectively stimulate the work potential of employees, and is an important tool for human resource management in current university libraries. University libraries shall include professional ethics, work ability, work performance and attendance in the scope of the performance appraisal system to ensure the scientific rationality of the performance appraisal system, and also pay attention to job analysis, scientifically determine the evaluation subject, combine qualitative and quantitative evaluation for performance appraisal, and timely feedback on assessment results.

Sun Yuxi (2019) pointed out that in addition to focusing on stimulating the potential of librarians, library human resource management should also recognize the necessity of measuring and rewarding librarians' work ability and achievements fairly. Only from the perspective of performance management, a more accurate evaluation

of librarians' work ability and work process and results in a comprehensive, three-dimensional and diversified manner, can we fully motivate librarians' ability and guide librarians to achieve the results expected by the library. She believes that performance appraisal is an established result, and the evaluation of librarians should pay more attention to quality assessment, and librarians with good quality are more likely to form a cohesive and united team. The assessment of librarian time and work ability can fully demonstrate the development potential and progress space of librarians, stimulate the enthusiasm of librarians for continuing education, and the continuous growth of librarian value is more conducive to the long-term development of the library as a whole.

In total, Performance Appraisal refers to the process and method of evaluating the completion of employees' work tasks, the degree of performance of employees' work responsibilities, the development of employees, work behaviors, and work performance achieved by the enterprise assessment subject under the established strategic objectives, using specific standards and indicators, and using scientific assessment methods. Performance appraisal is the evaluation and grading process of the work results of a department or individual at a certain stage, and performance appraisal is the core link of performance management. The purpose of performance appraisal is to accurately identify and effectively distinguish the performance of organizations and individuals, and provide a basic basis for the application of incentive mechanisms. Performance appraisal is essentially a process management, not just an appraisal of results. It is to break down the medium and long-term goals into annual, quarterly and monthly indicators, constantly supervise the process of employees to achieve and complete, and effectively evaluate the performance to help enterprises achieve their goals. Performance appraisal is a PDCA cycle process of continuous planning, implementation, inspection and processing, including performance goal setting, performance requirement achievement, performance implementation correction, performance interview, performance improvement, and then the cycle of setting goals, which is also a process of constantly discovering and improving problems.

### Career Development

He Fang (2016, p.1) pointed out that with the improvement of employee education level in recent years, enterprises have paid more and more attention to employee career development. Employees not only expect to gain new knowledge and challenges in their work, but also hope to be promoted opportunities; In terms of enterprises, to enhance productivity and competitiveness, it is necessary to strengthen the professional knowledge and skills of employees, stimulate their potential, and create high levels of work performance. After the implementation of career development, employees can not only understand their own abilities and potential, but also have a clear positioning of future career goals, and at the same time, improve their work performance. Therefore, career development has become one of the most important topics today.

Drucker, & Peter, F (2007) pointed out that the career development model is to integrate personal career planning activities and organizational career management processes, and divide career development into two parts: personal career planning and organizational career management. Personal career planning refers to the process of employees planning their personal career through the assistance of consultants, including employees' self-career planning, job selection and career choice in the organization; That is, individuals correctly understand and evaluate their own conditions and possible development opportunities and limitations, set their career goals accordingly, and formulate a set of action plans that can achieve these goals; Organizational career management includes career management, recruitment, education and training, human resource allocation and job performance appraisal. Mainly through the work experience, education and training within the organization to assist members to achieve their career planning, and cooperate with the overall goals of the organization.

Zhang Sa (2018) pointed out that the current human resource management of libraries often only focuses on the realization of the needs of the library's own staff, and for the career of employees, the library often does not carry out long-term planning, so employees will worry about their own development space is limited, so they cannot dedicate all their enthusiasm to their work in the library. Therefore, the

library needs to actively develop career planning strategies for employees, so as to stimulate the potential of employees, mobilize their enthusiasm for work, and promote staff dedication and dedication. The library's career management of employees needs to effectively allocate human resources, improve work efficiency, and achieve the unity of the realization of employees' personal goals and the goals of library organization. For the library, through reasonable planning of the staff's career, it can reduce the loss of talent, stabilize the workforce, and deeply realize that the success of the staff's personal career will drive the realization of the library's long-term development goals.

Cui Fang (2016) pointed out that by planning the career of librarians, they can better integrate their abilities and development potential with the positions of the library, consider their own situation and changes in the environment, organically combine the rotation, promotion, salary and reward system, and evaluation of librarians, and evaluate the comprehensive development of employees in the library. This way, managers will consider the development of employees within the organization to be more comprehensive and systematic, Emphasizing the career planning of librarians, endowing them with a good working environment, providing them with a healthy development space, respecting and trusting them, is undoubtedly an effective measure to retain talents.

Jin Suiqing (2016) pointed out that the career planning of librarians not only determines the career achievements of individual librarians, but also affects the achievement of library organizational goals. From the perspective of librarians, career planning is an important means for librarians to transform and self-manage in their careers, and the main role is to maximize and give full play to their own potential and fully mobilize their enthusiasm for work. Through reasonable career planning and systematic and comprehensive consideration of their development prospects in the library, they can clarify their development direction and take appropriate measures, so as to actively exert their talents, obtain work achievements, and realize personal value. From the perspective of university libraries, career planning fully reflects the library's effective management of employees' careers. Its main role is to realize the rational allocation of existing human resources according to the plan, and allocate and adjust

suitable jobs according to the actual work ability of individual librarians and the needs of libraries. Carry out career planning for librarians, meet the needs of future talents of the library, and realize the effective development of library human resources.

Yu Haiyan (2016) pointed out that the career development refers to all the career journeys that a person goes through, including vocational learning, from the beginning of determining career goals to the end of the final professional labor behavior. Librarians in the traditional personnel management system of the library is only as an integral part of the system, due to the needs of the position exists, and career management is based on the overall goal of the library, starting from the overall situation, focusing on the macro organizational structure, according to the librarian's own career development to provide targeted training, consulting, planning and design, for the realization of career planning to provide convenient conditions, so as to optimize the development and allocation of human resources.

Wei Xin (2014) pointed out that library leaders should provide development platforms and plans for staff according to the needs of library development planning and human resource management planning, help them design life career development plans according to their own ability and quality characteristics, and assist librarians to clarify the direction and goals of future self-career development. Through the management of the career planning of librarians, the win-win goal of common development of libraries and staff can be achieved. Promote librarians to improve themselves in their work, actively improve their skills and qualities, realize self-worth in their work, and psychologically make librarians full of expectations for their future achievements.

Xiong Li (2015) pointed out that to help librarians do a good job in career development planning, we can start from the following aspects: through job rotation, we can effectively improve the comprehensive ability of librarians, and at the same time, it can effectively stimulate the interest of librarians and prevent the occurrence of professional boredom caused by long-term work in a certain work. Secondly, let the librarian assume two positions in the work, but the researcher of a project, but also independently set up a project research team, through the selection of personnel, and finally complete the research task with the team members, and the work of its original

department is also carried out, which can not only give librarians more development opportunities, but also lay a good foundation for their subsequent development. Finally, based on human resource management, promoting the flow of library talents is an important direction of current development, and it is also the focus of career development. According to the specific situation, through the introduction of talents in the talent market and other methods, some highly professional talents should be introduced into library management, and on the other hand, personnel with the wrong professional should be allowed to engage in corresponding work, which can effectively promote the flow of personnel within the library, so as to lay the foundation for the cultivation of high-quality talents.

In summary, career development refers to a type of planning that organizations use to help employees acquire the skills and knowledge they need for the job. Developmental training, education and other activities for the knowledge, ability and technology of corporate human resources. The study of career development looks at how individuals manage their careers within and between organizations, how organizations organize the career development of their members, and can also be linked to succession planning within most organizations. In the educational development of librarians, career development provides an individual librarian with a focus to choose a career or discipline to pursue in the future. Librarian career development is a lifelong process of managing learning, work, leisure, and transitions toward a preferred future that is personally determined and constantly evolving. Therefore, librarians develop their careers to become the best experts in library operations within their chosen field of library work and within their own capabilities.

Combined with the exploration and research of literature, the researchers extracted five elements that are used frequently in library human resource management as the main variables of this study, namely: 1) human resource planning; 2) recruitment; 3) Training; 4) Performance Appraisal; 5) Career development.

The authors of the specific element research are as follows: Cui Fang mainly researches human resource planning, talent introduction mechanism, enriching personnel training content, and attaching importance to librarian career planning. Jin

Suiqing mainly researches human resources planning, the establishment of competition mechanism and incentive system, the establishment of performance evaluation system, librarian education training and the establishment of discipline librarian system. Baoyin mainly studies the innovation system mechanism, leadership philosophy, team building and personnel quality, and cultural environment. Yan Xiaohong mainly researches and formulates management plans, creates theoretical foundations for human resources, establishes human resources development mechanisms, establishes human resource management mechanisms and establishes discipline librarian systems. Gao Rong mainly researches the human resource-centered management model, strengthening human resource planning, establishing incentive mechanisms, creating learning libraries, career planning and organizational culture for librarians. Song Zhaoyan mainly researches incentive mechanisms, training, performance appraisal, leadership organization security, financial security and environmental security. Liu Hong mainly researches the selection and employment system, education and training, incentive mechanism, performance appraisal evaluation and strengthening the training of subject librarians. Xie Huixing mainly researches human resources planning, environmental optimization, education and training, career development, performance evaluation, incentive mechanism, librarian discipline system and cultural construction. He Jingling focuses on incentive management, performance appraisal, librarian career planning, respect and job attractiveness. Yu Haiyan mainly researches innovative human resources planning, incentive management, the implementation of discipline librarian system, incentive mechanism and librarian career planning. Lina Zheng specializes in career management, librarian assessment and evaluation, training development and salary distribution. Wang Dong mainly studies the reform of the recruitment mechanism, the reform of the management mechanism, the establishment of an assessment and evaluation mechanism and the increase of training. Zhou Liu mainly studied increasing capital investment, attaching importance to talent recruitment, building reward and punishment mechanisms, and formulating training plans. Liu Yang mainly studied library talent planning, introducing competition and incentive mechanisms, establishing performance appraisal systems and strengthening internal training. Tian Lijuan mainly

studied attaching importance to recruitment, establishing an assessment and incentive mechanism, and smoothing the channels of continuing education and career development. Therefore, it can be seen from the above that the five variables selected in this study are worth in-depth study.

**Table 2.1** The Influence factors of human resource management of the library

Authors The Influence Factors	Human Resource planning	Talent Introduction Mechanism	Training	Career Development	Performance Appraisal	Establish Librarians System	Cultural Atmosphere	Recruitment	Job Attractiveness	Leadership Factor
Jin Suiqing (2016)	√		√	√	√	√	√	√		
Cui Fang (2018)	√		√	√		√				
Bao Yin (2019)	√		√				√	√		√
Song Zhaoyan (2022)	√	√	√		√		√	√		√
Gao Rong (2016)	√			√	√		√	√		
Xie Huixing (2020)	√		√	√	√		√	√	√	
He Jingling (2017)	√			√	√	√		√		
Yu Haiyan (2019)	√		√	√	√			√		
Zhang Sa (2018)	√		√	√	√	√		√		
LiHong qiu (2018)	√		√	√	√		√	√		
Wang Honglu (2016)	√				√	√				
Yan Xiaohong (2021)										
<b>Total</b>	<b>12</b>	<b>1</b>	<b>8</b>	<b>8</b>	<b>10</b>	<b>6</b>	<b>7</b>	<b>10</b>	<b>1</b>	<b>2</b>

## Related Research

Chen Yanzhang (2022) Human resources are the most important resource of university libraries. In view of the existing problems in human resource management in university libraries, optimization strategies are proposed, including striving for talent introduction policies, changing management concepts, improving librarian training systems, establishing special incentive mechanisms, and improving relevant institutional mechanisms and evaluation mechanisms.

Wei Xin (2014) This article analyzes the problems and causes of human resource management in university libraries, and solves the current difficulties by establishing new concepts, improving the talent selection system, creating an environment to attract talents, improving the job appointment system, creating a competition and incentive mechanism, establishing a continuing education system, and improving the performance appraisal system, so as to make libraries develop better.

Liu Yang (2010, p.44-45) This article expounds the current situation and existing problems of library human resource management, and points out the importance and future development of library human resource management. Strengthening the management of its own human resources, maximizing the work potential of librarians, and improving work efficiency are the keys to the survival and development of libraries.

Jin Suiqing (2016) Through this study, comprehensively analyzed the current status and related problems of human resources and their management in university libraries in Shaanxi Province, and put forward countermeasures and suggestions on strengthening human resource management in university libraries, which will help them establish a reasonable and effective human resource management system and further effectively promote the improvement of management level and core competitiveness of university libraries.

Zhang Sa (2018) Nowadays, there are many problems in library human resource management, such as uneven distribution of manpower and unclear job division, which have brought many problems to library management. Library human resource management is mainly aimed at the development strategy of modern libraries

to determine the library's human resource needs and promote the quality improvement of library management.

Cui Fang (2016) It is hoped that through this study, the current status and problems of human resource construction in university libraries can be recognized, and measures such as attaching importance to the introduction of talents in university libraries, rationally planning human resource allocation, and attaching importance to personnel training and continuing education can be proposed, so as to provide reference and reference for the construction of library human resources, improve the level of human resource construction in university libraries, and thus improve the overall service capacity.

Sun Yuxi (2019) The rapid development of computer technology, network technology and modern information technology has a direct impact on the library. Human resources are one of the most important resources in the library, playing a leading role in the library work, but the traditional quality of librarians and human resources management mode can not adapt to the changes in the library environment. Therefore, the innovation and improvement of library human resource management in the new era become the key to the successful transformation of library.

Xiong Li (2015) This paper starts from the relevant theories of human resource management and analyzes the human resource management situation of 12 university libraries in Anhui Province, including the current situation of human resources, talent introduction and other aspects. Finally, the relevant survey data are analyzed and counted to analyze the current problems in the human resource management process of university libraries in Anhui Province. Finally, specific improvement measures are proposed to address these problems.

Wang Yue (2021) University libraries are the only organizations within universities that have information resource service functions. They also have the responsibility to serve talent training and scientific research in universities. This paper discusses how to optimize library management processes from the perspectives of human resource construction management, organization, information technology and system optimization.

Gao Yi, Li Liqiong (2019, p.11) Human resource management in university libraries must be strengthened to meet the requirement in the new era. Based on the discussion of characteristics of "Internet+", the paper analyzes the influence of "Internet+" on the human resource management in university libraries and further explores strategies for human resource management by taking the library of China Three Gorges University as an example.

Tian Lijuan (2022, p.10-11) If colleges and universities want to build good libraries and give full play to their functions in serving teaching and scientific research, they must fully tap the potential value of human resources, make rational use of resources, guided by scientific theories, and build a team of librarians with strong ideological and professional qualities to provide intellectual support for library technological innovation and improve service levels.

Wang Dong (2017, p.15) In recent years, the development of libraries has been impacted by the rapid development of the information service industry, resulting in the current worrying situation of library human resource management and development. Therefore, strengthening library human resource management is of great practical significance for improving citizens' cultural quality and serving social and economic development.

Huang Fenxiao (2018, p.2) This article analyzes the defects of traditional library human resource management in detail and proposes a modern human resource development and management model. It discusses the innovation of human resource models from the two levels of assessment and talent training, proposes a people-oriented management concept, and improves the human resource management level of university libraries.

Gulinazi (2020, p.68) If many universities want to maintain their competitiveness, they must pay attention to the development and reform of library human resource management. The scientific and effective management of human resources in university libraries is profoundly affected by the degree of match between librarians and their own positions. Research on the match between librarians' own qualities and their jobs is of great significance to the human resource management of university libraries.

Yang Li (2018, p.16-17) As an important institution for knowledge dissemination and research in colleges and universities, the overall service content and quality of university libraries need to be continuously optimized to meet the greater needs of university development, and the requirements for the quality of library staff are also higher. Therefore, libraries must strengthen talent resource management, effectively improve the quality of talent construction, and promote the optimization and development of human resource management.

Qi Caihong (2018, p.1) As a teaching auxiliary institution of colleges and universities, libraries provide a large amount of literature resources for the school's teaching and scientific research, and are an important part of the school's development. With the rapid development of the information age, the focus of library development cannot be limited to improving the collection of literature resources and the construction of library buildings, but should also focus on human resource construction. Human resources will become the main factor in the sustainable development of libraries in the future.

Zhao Yan (2020, p.138-139) This article starts from the current development status of library human resources in universities, analyzes the problems existing in library human resource management, such as more staff leaving than entering, serious shortage of information technology personnel, unreasonable personnel structure configuration, and lack of job classification, and proposes corresponding strategies.

Tang Lihua (2017, p.224-226) As the main carrier of cultural inheritance and dissemination, the importance of libraries in cultural construction has become increasingly prominent. Libraries in various regions have shortcomings in the development and utilization of human resources, which is directly related to whether the library industry can develop in the long run. Based on this, this paper discusses the problems and solutions in library human resource management.

The above is the related research to the human resource management in libraries of Guangxi universities.

## Chapter 3

### Research Methodology

This study focuses on improving the human resource management in libraries of Guangxi universities. To study the current situation of the human resource management in libraries of Guangxi universities, formulate the guidelines for the human resource management in libraries of Guangxi universities. The researcher has the following procedures.

1. The Population / Sample Group
2. Research Instruments
3. Data Collection
4. Data Analysis

**Phase 1:** To study the level of the human resource management in libraries of Guangxi universities.

#### **The Population / Sample Group**

##### **The Population**

The population were 420 people including library administrators from 10 libraries of Guangxi public university.

##### **The Sample Group**

This research based on the Krejcie and Morgan sampling table, the sample group of this research consisted of 205 administrators who came from 10 public university libraries in Guangxi. By using systematic random sampling and stratified random sampling.

**Table 3.1** Lists of university and sample size

No	Name of University	Population	Sample Group
1	Guangxi University of Finance and Economics	50	25
2	Guangxi University	71	34
3	Guangxi Arts University	38	18
4	Guangxi Polytechnic of Construction	11	6
5	Baise University	30	15
6	Guangxi University of Science and Technology	76	36
7	Guangxi Vocational University of Agriculture	24	12
8	Guangxi Minzu University	47	23
9	Yulin Normal University	47	23
10	Hechi University	26	12
<b>Total</b>		<b>420</b>	<b>205</b>

According to table 3.1, it showed that there are Guangxi University of Finance and Economics, Guangxi University, Guangxi Arts University, Guangxi Polytechnic of Construction, Baise University, Guangxi University of Science and Technology, Guangxi Vocational University of Agriculture, Guangxi Minzu University, Yulin Normal University, Hechi University.

The interviewees in this research were 10 library administrators in public universities of Guangxi. The main qualifications of the interviewees include the following contents: 1) Have more than 3 years in university library with the management experience, 2) They voluntarily agreed to participate and agree to record their semi-structured interviews, 3) They are willing to review interview records and provide verification, 4) College degree or above.

The experts evaluate in the research on guidelines for improving the human resource management in library were 15 administrators from universities in Guangxi. The main qualifications of the experts include the following contents: 1) Possess the

title of associate professor or professor, 2) Familiar with the human resource management work in libraries of Guangxi university, 3) Has conducted in-depth research on the human resource management in libraries of universities, 4) Have more than five years administrator experience in the university.

## Research Instruments

### Questionnaire

The instrument to collect the data for objective one, to study the current situation of the human resource management in university libraries of Guangxi was questionnaire. The questionnaire designed based on the human resource management in university libraries in five aspects: 1) Human Resource Planning, 2) Recruitment, 3) Training, 4) Performance Appraisal, 5) Career Development. There are two main parts of the questionnaire:

Part 1: Conduct a survey of interviewees' personal information by categorizing their age, gender, job title and educational background.

Part 2: Survey about the current situation of the human resource management in university libraries of Guangxi. The criteria of data interpretation based on a five-point Likert's scale, the details are including:

5 refers to the level of the human resource management in university libraries with the highest level

4 refers to the level of the human resource management in university libraries with the high level

3 refers to the level of the human resource management in university libraries with the medium level

2 refers to the level of the human resource management in university libraries with the low level

1 refers to the level of the human resource management in university libraries with the lowest level

The data interpretation of the mean is mainly based on Rensis Likert (1932). And the specific data is as follows:

4.50 – 5.00 refers to the highest level

3.50 – 4.49 refers to the high level

2.50 – 3.49 refers to the medium level

1.50 – 2.49 refers to the low level

1.00 – 1.49 refers to the lowest level

### **Constructing A Questionnaire Process**

The specific construction process of the questionnaire is following:

Step 1: Read and research a large amount of relevant literature, terminology concepts, academic theories and related research on the human resource management in libraries of Guangxi universities administrators.

Step 2: Set up and design the questionnaire of the current situation of the human resource management in libraries of Guangxi universities. The next process is that the researcher will submit the completed questionnaire to the thesis supervisor for review, and then revise and improve the questionnaire according to the revision opinions of the thesis supervisor.

Step 3: Five experts reviewed and examined the objective consistency index (IOC) of the questionnaire designed by the researcher.

Step 4: After the review of the experts, the content of the questionnaire was revised according to the suggestions and opinions given by them.

Step 5: The questionnaires were distributed to 20 administrators in university libraries of Guangxi for try-out. Cronbach's Alpha Coefficient was used to obtain the final reliability of the questionnaire.

Step 6: The questionnaire was applied to 205 administrators in libraries of Guangxi universities.

### **Data Collection**

The data collection for objective 1: to study the current situation of the human resource management in libraries of Guangxi universities, as following procedured:

The first step: The researchers obtained invitation letters from the graduate school of Bansomdejchaopraya Rajabhat University from a sample group of 205 administrators in libraries of Guangxi universities to complete the data collection.

The Second step: The researchers distributed questionnaires to 205 administrators in libraries of Guangxi universities, and the number of questionnaires collected was 205, with a recovery rate of 100%.

## **Data Analysis**

By packaging the research data, the researcher analyzes and processes the data, which is mainly divided into the following steps:

The first step: Personal information is analysed and reflected by frequency and percentage, and is categorized primarily according to their age, gender, job title and educational background.

The Second step: The current situation of guidelines for improving the human resource management in libraries of Guangxi universities in following five aspects: 1) human resource planning, 2) recruitment. 3) training, 4) performance appraisal, 5) career development. They were analyzed by mean and standard deviation.

**Phase 2:** To formulate the guidelines for improving the human resource management in libraries of Guangxi universities.

### **Key Informations**

#### **The Interviewee**

The interviewee include 20 high-level administrators of university libraries in Guangxi. The main qualifications of the interviewees include the following contents:

- 1) Have more than 3 years in university library with the management experience,
- 2) They voluntarily agreed to participate and agree to record their semi-structured interviews,
- 3) They are willing to review interview records and provide verification,
- 4) They owned college degree and higher.

## **Research Instruments**

### **Structured Interview**

The instrument to collect the data for objective two, to formulate the human resource management in libraries of Guangxi universities. The structured interview designed based on the current situation of the human resource management in libraries of Guangxi universities in five following aspects: 1) human resource planning, 2) recruitment, 3) training, 4) performance appraisal, 5) career development. The structured interview provide into two parts:

The first part: according to the interviewee, interviewer, education background, work experience, interview time and interview date, which is the relevant information of the interviewees.

The second part: the questions about suggestion for developing the current situation of the human resource management in libraries of Guangxi universities base on five aspects: 1) human resource planning, 2) recruitment, 3) training, 4) performance appraisal, 5) career development, for high-level administrators in the human resource management in libraries of Guangxi universities.

### **Constructing a Structured Interview Process**

The construction process of structured interview are as follows:

The first step: Read and research a large amount of relevant literature, terminology concepts, academic theories and related research on the human resource management in libraries of Guangxi universities.

The second step: Set up the structured interview with the suggestion for developing the current situation of the human resource management in university libraries on five aspects: 1) human Resource planning, 2) recruitment, 3) training, 4) performance appraisal, 5) career development. Then sending the outline of structured interview to the thesis advisors to review and revise the contents according to the suggestions.

### **Data Collection**

The data collection for objective 2: to formulate the guidelines for of the human resource management in university libraries of Guangxi, as follows:

The first step: The researchers obtain invitation letters from the graduate school of Bansomdejchaopraya Rajabhat University and interview the high-level administrators from 10 public university of libraries in Guangxi.

The second step: The researcher interviews the high-level administrator one by one through online platform or by face-to-face depending on the interviewee convenience.

### **Data Analysis**

The structured interview about guidelines for the human resource management in university libraries of Guangxi was analyzed by content analysis.

**Phase 3:** To evaluate the guidelines for the human resource management in university libraries of Guangxi.

### **Key Information**

#### **Expert Group**

There are 20 high-level experts evaluating the suitability and feasibility of guidelines for the human resource management in libraries of Guangxi universities. Their qualifications are following: 1) Have more than 3 years in university library with the management experience, 2) They voluntarily agreed to participate and agree to record their semi-structured interviews, 3) They are willing to review interview records and provide verification, 4) They owned college degree and higher.

### **Research Instruments**

#### **Evaluation Form**

The instrument to collect the data for objective three, to evaluate the guidelines for improving the human resource management in universities libraries in Guangxi. With the guidelines for current situation of the human resource management in university libraries, There are five following aspects of evaluation form: 1) Human Resource Planning, 2) Recruitment, 3) Training, 4) Performance Appraisal, 5) Career Development. The evaluation form provide into two parts:

The first part: According to the personal information of the interviewees, they are classified by job position, working experience, educational background, and educational background. the personal information of interviewees, classified by work position, work experience, education and academic title.

The second part: : The evaluation form about the guidelines of the human resource management in university libraries of Guangxi. The criteria for data interpretation based on a five-point Likert's scale, as shown below:

5 refers to the suitability and feasibility of the guideline at the highest level

4 refers to the suitability and feasibility of the guideline at a high level

3 refers to the suitability and feasibility of the guideline at a medium level

2 refers to the suitability and feasibility of the guideline at a low level

1 refers to the suitability and feasibility of the guideline at the lowest level

The data interpretation for average value is based on Rensis Likert (1932).

The data interpretation is as shown below:

4.50 – 5.00 refers to the highest level

3.50 – 4.49 refers to high level

2.50 – 3.49 refers to medium level

1.50 – 2.49 refers to low level

1.00 – 1.49 refers to the lowest level

### **Constructing a Evaluation Form Process**

The first step: Constructing the evaluation form about the human resource management in university libraries of Guangxi.

The second step: The evaluation form was applied to 15 high-level administrators in the human resource management in university libraries of Guangxi.

### **Data Collection**

There is the objective 3: to evaluate the guidelines for the human resource management in university libraries of Guangxi as following procedured:

The first step: The researcher requested requirement letter from the graduate school, Bansomdejchaopraya Rajabhat University and required to invite the expert to evaluate how the guidelines are.

The second step: 15 high-level administrators will receive an evaluation form from the researcher.

### **Data Analysis**

By packaging the research data, the researcher analyzes and processes the data, which is mainly divided into the following steps: The evaluation of the suitability and feasibility of the guidelines for improving the human resource management in university libraries of Guangxi. They were analyzed by mean and standard deviation.

## Chapter 4

### Data Analysis Results

The research is in the guidelines for improving the human resource management in libraries of Guangxi universities. The objectives of this research were 1) To study the current situation of the human resource management in libraries of Guangxi universities. 2) To formulate the guidelines for the human resource management in libraries of Guangxi universities. 3) To evaluate the suitability and feasibility of the guidelines for improving the human resource management in libraries of Guangxi universities. The data analysis result can be presented as follows:

1. Symbol and Abbreviations
2. Presentation of Data Analysis
3. Results of Data Analysis

The details are as follows.

#### Symbol and Abbreviations

- N refers to population
- n refers to sample group
- $\bar{X}$  refers to mean
- S.D. refers to standard deviation

#### Presentation of Data Analysis

Part 1: Personal information of human resource management in libraries of Guangxi universities, classified by of the school, gender, age, education, professional title and work experience year.

Part 2: The analysis result about the current situation of the human resource management in libraries of Guangxi universities. Presented the data in the form of average value and standard deviation.

Part 3: Implementation and analysis results of the guidelines for improving the human resource management in libraries of Guangxi universities.

Part 4: The analysis result about the evaluation of the adaptability and feasibility of guidelines for improving the human resource management in libraries of Guangxi universities.

## Result of Data Analysis

Part 1: Personal Information of Human Resource Management in Libraries of Guangxi Universities, Classified by of the School, Gender, Age, Education, Professional Title and Work Experience Year.

**Table 4.1** Personal information of the survey respondents

(n = 205)

	Personal Information	Number of People	Percentage
<b>School</b>	Guangxi University of Finance and Economics	25	12.20
	Guangxi University	35	17.07
	Guangxi Arts University	18	8.78
	Guangxi Minzu University	23	11.22
	Guangxi University of Science and Technology	36	17.56
	Guangxi Vocational University of Agriculture	12	5.85
	Hechi University	12	5.85
	Baise University	15	7.32
	Yulin Normal University	23	11.22
	Guangxi Polytechnic of Construction	6	2.93
	<b>Total</b>	<b>205</b>	<b>100.00</b>
<b>Gender</b>	male	101	49.27
	female	104	50.73
	<b>Total</b>	<b>205</b>	<b>100.00</b>

Table 4.1 (Continue)

(n = 205)

	Personal Information	Number of People	Percentage
Age	25 years old or below	25	12.20
	26 to 35	71	34.63
	36 to 45	67	32.68
	46 to 55	32	15.61
	56 years old or up	10	4.88
	<b>Total</b>	<b>205</b>	<b>100.00</b>
Education Background	Under Bachelor degree	13	6.34
	Bachelor degree	107	52.20
	Master's degree	66	32.20
	Doctoral degree	19	9.27
	<b>Total</b>	<b>205</b>	<b>100.00</b>
Professional Title	None	66	32.20
	Teaching assistant	32	15.61
	The lecturer or Assistant	35	31.71
	Professor	34	16.59
	Associate professor	8	3.90
	Professor	23	11.22
	<b>Total</b>	<b>205</b>	<b>100.00</b>
Work Experience Year	within 5 years	45	21.95
	6 to 10 years	45	21.95
	11 to 15 years	58	28.29
	16 to 20 years	34	16.59
	more than 20 years	23	11.22
	<b>Total</b>	<b>205</b>	<b>100.00</b>

According to Table 4.1, the distribution of respondents' schools shows that male respondents for 101 people accounted for 49.27%, and female respondents for 104 people accounted for 50.73%. Respondents' age distribution is as follows: 25 people accounted for 12.2% are between 25 years old or below, 71 people accounted for 34.63% are between 26-35 years old, 67 people accounted for 32.68% are between 36-45 years old, 42 people accounted for 15.61% are between 46-55 years old, and 10 people accounted for 4.88% are 56 years old or older. In terms of educational background, 16 people accounted for 10.32% of respondents hold a under bachelor degree, 107 people accounted for 52.2% of respondents hold a bachelor's degree, 66 people accounted for 32.2% hold a master's degree, and 19 people accounted for 9.27% hold a doctoral degree. The professional titles of respondents are as follows: 66 people accounted for 32.2% are none, 32 people accounted for 15.61% are teaching assistants, 35 people accounted for 31.71% are lecturers, 34 people accounted for 16.59% are associate professors, and 8 people accounted for 3.9% are professors. In terms of years of experience, 45 people accounted for 21.95% of respondents have less than 5 years of experience, 42 people accounted for 27.10% have 5-10 years of experience, 49 people accounted for 31.61% have 11-15 years of experience, 34 people accounted for 16.59% have 16-20 years of experience, and 23 people accounted for 11.22% have more than 20 years of experience.

Part 2: The Analysis Results of the Current Situation of the Human Resource Management in Libraries of Guangxi Universities. The Researcher Presented the Data by Mean and Standard Deviation.

**Table 4.2** The mean and standard deviation of the current situation of improving the human resource management in libraries of Guangxi universities in five aspects

(n = 205)

Human Resource Management in Libraries of Guangxi Universities				
	$\bar{X}$	S.D.	Level	Order
Human Resource Planning	3.77	0.84	High	1
Recruitment	3.71	0.86	High	3
Training	3.76	0.84	High	2
Performance Appraisal	3.67	0.80	High	5
Career Development	3.68	0.81	High	4
<b>Total</b>	<b>3.72</b>	<b>0.83</b>	<b>medium</b>	

According to Table 4.2, the data showed that the current situation of the human resource management in libraries of Guangxi universities in five aspects was at high level ( $\bar{X}=3.72$ ). Consider for the result of the study aspects ranged from the highest to the lowest mean were as follow: the highest mean was human resource planning ( $\bar{X}=3.77$ ), followed by training ( $\bar{X}=3.76$ ), performance appraisal was the lowest mean ( $\bar{X}=3.67$ ).

**Table 4.3** The mean and standard deviation of the current situation of the human resource management in human resource planning.

(n = 205)

	Human Resource Planning	$\bar{X}$	S.D.	Level	Order
1	Administrators point out it is the basis of all human resource management activities of university libraries	4.04	0.75	high	1
2	Administrators believe affects the overall human resource management effectiveness of the library	3.79	0.80	high	4
3	Administrators develop strategic planning, organizational planning, system planning, personnel planning and cost planning	3.97	0.79	high	2
4	Administrators confirm libraries are knowledge-intensive	3.65	0.87	high	10
5	Administrators evaluate and analyzes the existing talent structure and the required knowledge structure	3.68	0.88	high	8
6	Administrators use scientific methods to organize and design library human resource planning	3.73	0.83	high	6
7	Administrators complete the functional planning of the acquisition, allocation, and use of human resources	3.68	0.79	high	9
8	Administrators formulate systematic and overall human resources supply and demand plan	3.64	0.87	high	11
9	Administrators incorporate the improvement of librarian quality into the library's long-term plan	3.81	0.91	high	3

Table 4.3 (Continue)

(n = 205)

	Human Resource Planning	$\bar{X}$	S.D.	Level	Order
10	Administrators attach importance to the introduction of high-level talents and business leaders	3.69	0.93	high	7
11	Administrators strengthen the training of existing librarians and the construction of talent team, provides assistance for the management of human resources in the library	3.76	0.81	high	5
<b>Total</b>		<b>3.77</b>	<b>0.84</b>	<b>medium</b>	

According to table 4.3, found that the current situation of the human resource management in human resource planning was at high level ( $\bar{X}$  =3.77). Considering the results of this research aspects ranged from the highest to lowest mean were as follow: the highest mean was administrators point out it is the basis of all human resource management activities of university libraries. ( $\bar{X}$  =4.04), followed by Administrators develop strategic planning, organizational planning, system planning, personnel planning and cost planning ( $\bar{X}$  =3.97), and administrators formulate systematic and overall human resources supply and demand plan. was the lowest mean ( $\bar{X}$  = 3.64).

**Table 4.4** The mean and standard deviation of the current situation of the human resource management in recruitment

(n = 205)

	Recruitment	$\bar{X}$	S.D.	Level	Order
1	Administrators set recruitment requirements according to the needs of the library's development	3.65	0.94	high	11
2	Administrators recruit librarians in accordance with the rules of the talent market and the requirements	3.66	0.85	high	10
3	Administrators use all available means and media to release recruitment information to the target group	3.74	0.80	high	5
4	Administrators recruit and hire the librarians needed by the library according to certain standards	3.72	0.84	high	8
5	Administrators emphasize that recruitment is the first step in acquiring human resources for libraries	3.41	0.95	medium	13
6	Administrators regard recruitment as the basis for talent selection	3.48	0.88	medium	12
7	Administrators have an in-depth understanding of the overall picture of human resources	3.86	0.89	high	2
8	Administrators compare and analyze relevant job positions and librarian quality	3.80	0.82	high	3
9	Administrators develop a systematic and scientific job system and job responsibilities	3.73	0.87	high	6

Table 4.4 (Continue)

(n = 205)

	Recruitment	$\bar{X}$	S.D.	Level	Order
10	Administrators recruit librarians according to the actual needs of the position and optimize the human resource structure	3.80	0.78	high	4
11	Administrators analyze the recruit including age, knowledge structure, physical fitness, psychological quality, work experience, business ability	4.00	0.85	high	1
12	Administrators make a good job of scientific planning	3.69	0.88	high	9
13	Administrators ensure that recruiters are properly structured and improve the level of information services	3.73	0.84	high	7
	<b>Total</b>	<b>3.71</b>	<b>0.86</b>	<b>medium</b>	

According to table 4.4, found that the current situation of the human resource management in recruitment was at high level ( $\bar{X}$  = 3.71). Considering the results of this research aspects ranged from the highest to lowest mean were as follow: the highest mean was administrators analyze the recruit including age, knowledge structure, physical fitness, psychological quality, work experience, business ability ( $\bar{X}$  = 4.00), followed by the administrators have an in-depth understanding of the overall picture of human resources ( $\bar{X}$  = 3.86), and administrators emphasize that recruitment is the first step in acquiring human resources for libraries was the lowest mean ( $\bar{X}$  = 3.41).

**Table 4.5** The mean and standard deviation of the current situation of the human resource management in training

(n = 205)

	Training	$\bar{X}$	S.D.	Level	Order
1	Administrators train them through skill development, training , improvement, observation and learning	4.01	0.81	high	2
2	Administrators enable librarians to master relevant work skills and improve their personal qualities	3.89	0.82	high	5
3	Administrators focus on the strategic height of sustainable development of human resources	3.67	0.85	high	8
4	Administrators develop practical short-, medium- and long-term training plans	3.66	0.83	high	10
5	Administrators organize training for librarians	4.04	0.85	high	1
6	Administrators carry out various types of training oriented to career development	3.62	0.89	high	11
7	Administrators encourage librarians to participate in on-campus and off-campus training	3.90	0.78	high	4
8	Administrators consider the internal development needs of the library and the personal development needs of librarians	3.81	0.83	high	6

Table 4.5 (Continue)

(n = 205)

	Training	$\bar{X}$	S.D.	Level	Order
9	Administrators adopt internal training, academic education, expatriate learning, conference exchange and self-study training	3.95	0.85	high	3
10	Administrators establish a complete training system	3.50	0.89	high	14
11	Administrators make up for the lack of professional knowledge of some librarians	3.59	0.85	high	12
12	Administrators develop librarians' knowledge and technological innovation	3.59	0.85	high	13
13	Administrators enhance librarians' sense of belonging and responsibility to the library	3.79	0.77	high	7
14	Administrators optimize the knowledge structure and talent structure of the library	3.66	0.85	high	9
	<b>Total</b>	<b>3.76</b>	<b>0.84</b>	<b>medium</b>	

According to Table 4.5, found that the current situation of the human resource management in training was at high level ( $\bar{X} = 3.76$ ). Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was administrators organize training for librarians ( $\bar{X} = 4.04$ ), follow by administrators train them through skill development, training and improvement, observation and learning ( $\bar{X} = 3.80$ ), and administrators establish a complete training system was the lowest mean ( $\bar{X} = 3.50$ ).

**Table 4.6** The mean and standard deviation of the current situation of the human resource management in performance appraisal

(n = 205)

	Performance Appraisal	$\bar{X}$	S.D.	Level	Order
1	Administrators conduct performance appraisals based on established strategic objectives	3.74	0.77	high	4
2	Administrators use scientific qualitative and quantitative methods and specific criteria	3.47	0.83	high	15
3	Administrators analyze and evaluate librarians' performance and work effectiveness	3.75	0.69	high	3
4	Administrators give feedback on the assessment results to the librarians	3.76	0.89	high	2
5	Administrators guide librarians' later work behavior and work performance	3.74	0.83	high	4
6	Administrators regard performance appraisal as the core part of performance management	3.51	0.87	high	14
7	Administrators think performance appraisal can accurately identify and effectively distinguish librarian performance	3.68	0.76	high	9
8	Administrators provide the basis for the application of incentive mechanisms	3.61	0.74	high	11
9	Administrators evaluate librarians' year-end performance and summarize them as a basis	3.74	0.75	high	4
10	Administrators combine with morality, ability, diligence and performance	4.00	0.83	high	1
11	Administrators establish a scientific performance appraisal system to stimulate the enthusiasm of librarians	3.71	0.81	high	7

Table 4.6 (Continue)

(n = 205)

	Performance Appraisal	$\bar{X}$	S.D.	Level	Order
12	Administrators evaluate the effectiveness of librarians	3.69	0.81	high	8
13	Administrators analyze performance appraisal and are an important basis for ensuring the development of libraries	3.55	0.82	high	13
14	Administrators unleash the potential of librarians	3.64	0.82	high	10
15	Administrators analyze performance appraisal is an important way for library human resource management	3.56	0.75	high	12
<b>Total</b>		<b>3.68</b>	<b>0.80</b>	<b>medium</b>	

According to Table 4.6, found that the current situation of the human resource management in performance appraisal was at high level ( $\bar{X} = 3.68$ ). Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was administrators combine with morality, ability, diligence and performance ( $\bar{X} = 4.00$ ), follow by administrators give feedback on the assessment results to the librarians ( $\bar{X} = 3.76$ ), and administrators use scientific qualitative and quantitative methods and specific criteria was the lowest mean ( $\bar{X} = 3.47$ ).

**Table 4.7** The mean and standard deviation of the current situation of the human resource management in career development

(n = 205)

	Career Development	$\bar{X}$	S.D.	Level	Order
1	Administrators help librarians acquire the knowledge and skills they need for their jobs	3.59	0.76	high	10
2	Administrators carry out developmental training and education on human resources in terms of knowledge, ability and technology	3.70	0.77	high	6
3	Administrators focus on stimulating the inner potential and motivation of librarians	3.62	0.84	high	9
4	Administrators enable librarians to better serve the organization and improve themselves at the same time	3.70	0.80	high	5
5	Administrators develop a complete career development plan to increase librarians' motivation to work	3.72	0.77	high	3
6	Administrators enhance coordination and cooperation among librarians and community cohesion	3.71	0.90	high	4
7	Administrators want to achieve a win-win goal for librarians and libraries to grow together	3.87	0.80	high	1
8	Administrators use professional development to motivate librarians while preventing brain drain	3.75	0.77	high	2
9	Administrators emphasize the assumption and planning to realize the self-worth of librarians and achieve their career goals	3.66	0.80	high	8
10	Administrators identify this as an integrated management process of execution, evaluation, and feedback	3.67	0.80	high	7

Table 4.7 (Continue)

(n = 205)

	Career Development	$\bar{X}$	S.D.	Level	Order
11	Administrators provide librarians with appropriate roles and opportunities and put them at the center	3.55	0.80	high	12
12	Administrators help realize the value of librarians	3.57	0.94	high	11
	<b>Total</b>	<b>3.67</b>	<b>0.81</b>	<b>medium</b>	

According to Table 4.7, found that the current situation of the human resource management in career development was at high level ( $\bar{X} = 3.67$ ). Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was administrators want to achieve a win-win goal for librarians and libraries to grow together ( $\bar{X} = 3.87$ ), follow by Administrators use professional development to motivate librarians while preventing brain drain ( $\bar{X} = 3.75$ ), and administrators provide librarians with appropriate roles and opportunities and put them at the center was the lowest mean ( $\bar{X} = 3.55$ ).

Part 3: The Analysis Result about the Interview Data about the Guidelines for Improving the Human Resource Management in Libraries of Guangxi Universities.

**Table 4.8** Personal information of interviewee

Interviewee	Personal information	Interview Date	Interview Time
Interviewee 1	<b>Position:</b> Curator <b>Education:</b> Doctor's degree <b>Work experience:</b> 32 years	January 18 <sup>th</sup> 2024	9:00am GMT+8 40 minutes
Interviewee 2	<b>Position:</b> Vice Curator <b>Education:</b> Doctor's degree <b>Work experience:</b> 28 years	January 18 <sup>th</sup> 2024	14:00 pm GMT +8 35 minutes
Interviewee 3	<b>Position:</b> Curator <b>Education:</b> Master's degree <b>Work experience:</b> 30 years	January 19 <sup>th</sup> 2024	10:30 am GMT +8 32 minutes
Interviewee 4	<b>Position:</b> Vice Curator <b>Education:</b> Master's degree <b>Work experience:</b> 27 years	January 20 <sup>th</sup> 2024	9:00am GMT+8 38 minutes
Interviewee 5	<b>Position:</b> Librarian <b>Education:</b> Master's degree <b>Work experience:</b> 12 years	January 21 <sup>th</sup> 2024	10:00am GMT+8 34 minutes
Interviewee 6	<b>Position:</b> Librarian <b>Education:</b> Bachelor's degree <b>Work experience:</b> 15 years	January 21 <sup>th</sup> 2024	11:00am GMT+8 32 minutes
Interviewee 7	<b>Position:</b> Librarian <b>Education:</b> Master's degree <b>Work experience:</b> 20 years	January 21 <sup>th</sup> 2024	1:00pm GMT+8 30 minutes
Interviewee 8	<b>Position:</b> Librarian <b>Education:</b> Master's degree <b>Work experience:</b> 16 years	January 21 <sup>h</sup> 2024	2:00pm GMT+8 36 minutes

Table 4.8 (Continue)

Interviewee	Personal information	Interview Date	Interview Time
Interviewee 9	<b>Position:</b> Librarian <b>Education:</b> Bachelor's degree <b>Work experience:</b> 13 years	January 21 <sup>th</sup> 2024	3:00pm GMT+8 34 minutes
Interviewee 10	<b>Position:</b> Librarian <b>Education:</b> Master's degree <b>Work experience:</b> 11 years	January 21 <sup>th</sup> 2024	4:00pm GMT+8 39 minutes
Interviewee 11	<b>Position:</b> Curator <b>Education:</b> Doctor's degree <b>Work experience:</b> 32 years	January 22 <sup>th</sup> 2024	9:00am GMT+8 40 minutes
Interviewee 12	<b>Position:</b> Vice Curator <b>Education:</b> Bachelor's degree <b>Work experience:</b> 28 years	January 22 <sup>th</sup> 2024	14:00 pm GMT +8 35 minutes
Interviewee 13	<b>Position:</b> Curator <b>Education:</b> Master's degree <b>Work experience:</b> 30 yeas	January 22 <sup>th</sup> 2024	10:30 am GMT +8 32 minutes
Interviewee 14	<b>Position:</b> Vice Curator <b>Education:</b> Master's degree <b>Work experience:</b> 27 years	January 23 <sup>th</sup> 2024	9:00am GMT+8 38 minutes
Interviewee 15	<b>Position:</b> Librarian <b>Education:</b> Master's degree <b>Work experience:</b> 12 years	January 23 <sup>th</sup> 2024	10:00am GMT+8 34 minutes
Interviewee 16	<b>Position:</b> Librarian <b>Education:</b> Bachelor's degree <b>Work experience:</b> 15 years	January 24 <sup>th</sup> 2024	11:00am GMT+8 32 minutes
Interviewee 17	<b>Position:</b> Librarian <b>Education:</b> Master's degree <b>Work experience:</b> 20 years	January 25 <sup>th</sup> 2024	1:00pm GMT+8 30 minutes

Table 4.8 (Continue)

Interviewee	Personal information	Interview Date	Interview Time
Interviewee 18	<b>Position:</b> Librarian <b>Education:</b> Master's degree <b>Work experience:</b> 16 years	January 26 <sup>h</sup> 2024	2:00pm GMT+8 36 minutes
Interviewee 19	<b>Position:</b> Librarian <b>Education:</b> Bachelor's degree <b>Work experience:</b> 13 years	January 28 <sup>th</sup> 2024	3:00pm GMT+8 34 minutes
Interviewee 20	<b>Position:</b> Librarian <b>Education:</b> Master's degree <b>Work experience:</b> 11 years	January 30 <sup>th</sup> 2024	4:00pm GMT+8 39 minutes

**Table 4.9** Guidelines for improving the human resource management in libraries of Guangxi universities

Guidelines for Improving the Human Resource Management of Libraries	Measures
Promoting human resource planning	<ol style="list-style-type: none"> <li>1. Evaluating the existing human resources of the library, conduct effective analysis and planning allocation, so as to realize the reasonable flow and optimal combination of internal human resources.</li> <li>2. Improving the recruitment and selection mechanism of human resources, and pay attention to talent training and introduction.</li> <li>3. Strengthening the training of librarians, conduct regular business training, and improve the professional quality and service ability of librarians.</li> <li>4. Establishing a performance evaluation system, regularly evaluate the performance of librarians, and ensure the effective use of human resources.</li> <li>5. Designing librarian development programs and career paths to encourage and support librarians to participate in continuing education and professional development activities.</li> </ol>

Table 4.9 (Continue)

Guidelines for Improving the Human Resource Management of Libraries	Measures
Improving recruitment	1. Clarifying the work needs and job requirements of the library, and formulate corresponding recruitment plans and recruitment strategies, including the selection of recruitment channels, publicity methods, recruitment processes, etc.
	2. Determining the specific conditions and ability requirements of the required talents, recruitment suitable talents in a targeted manner, and ensure that the recruitment objects meet the job requirements.
	3. Establishing a scientific evaluation system to conduct a comprehensive evaluation of candidates' professional skills, communication skills, teamwork skills, etc.
	4. Choosing the most suitable recruitment channel according to the job needs and target group, and attract talents through diversified recruitment channels
	5. Establishing a standardized interview process to ensure that the interview is fair and effective. Assess candidates' abilities and qualities through a variety of interview methods and conduct in-depth communication.
	6. Improving the recruitment system, conduct regular evaluation continuously ,and summary of recruitment, and optimize the recruitment process and standards.

Table 4.9 (Continue)

Guidelines for Improving the Human Resource Management of Libraries	Measures
Enhancing training	<ol style="list-style-type: none"> <li>1. Formulating corresponding training plans according to the development needs of the library and the actual situation of librarians, including the arrangement of training content, methods, and time.</li> <li>2. Combining with the characteristics of library work, customize different training courses according to the needs of different positions, hire professional teams and scholars to carry out full training, and continuously optimize professional training.</li> <li>3. Enriching the training content, covering knowledge and skills in different fields and levels to meet the needs and development directions of different librarians.</li> <li>4. Paying attention to the combination of practice, and allow librarians to apply the knowledge and skills they have learned to practical work through internships, case studies, etc.</li> <li>5. Encouraging librarians to learn independently through various online learning platforms, professional journals and books.</li> <li>6. Establishing a sound training evaluation mechanism, regularly evaluate and feedback the training effect, adjust the training content and methods in a timely manner, and ensure that the training results are effectively applied.</li> </ol>

Table 4.9 (Continue)

Guidelines for Improving the Human Resource Management of Libraries	Measures
Enhancing performance appraisal	<ol style="list-style-type: none"> <li>1. Analyzing the position situation, establish an evaluation system at different levels, formulate scientific performance evaluation standards and methods and specific quantifiable indicators to ensure that the assessment is comprehensive and fair.</li> <li>2. Setting up a reasonable assessment team to conduct standardized assessment fairly, justly and openly.</li> <li>3. Adopting a combination of quantitative evaluation and qualitative evaluation, and establish performance evaluation files to ensure the regularity and effectiveness of performance evaluation.</li> <li>4. Establishing a reward and punishment mechanism, and give corresponding rewards and incentives according to the results of performance appraisal.</li> <li>5. Paying attention to the implementation and tracking of performance appraisal, timely feedback on evaluation results, and continuously optimize and improve processes and mechanisms.</li> </ol>

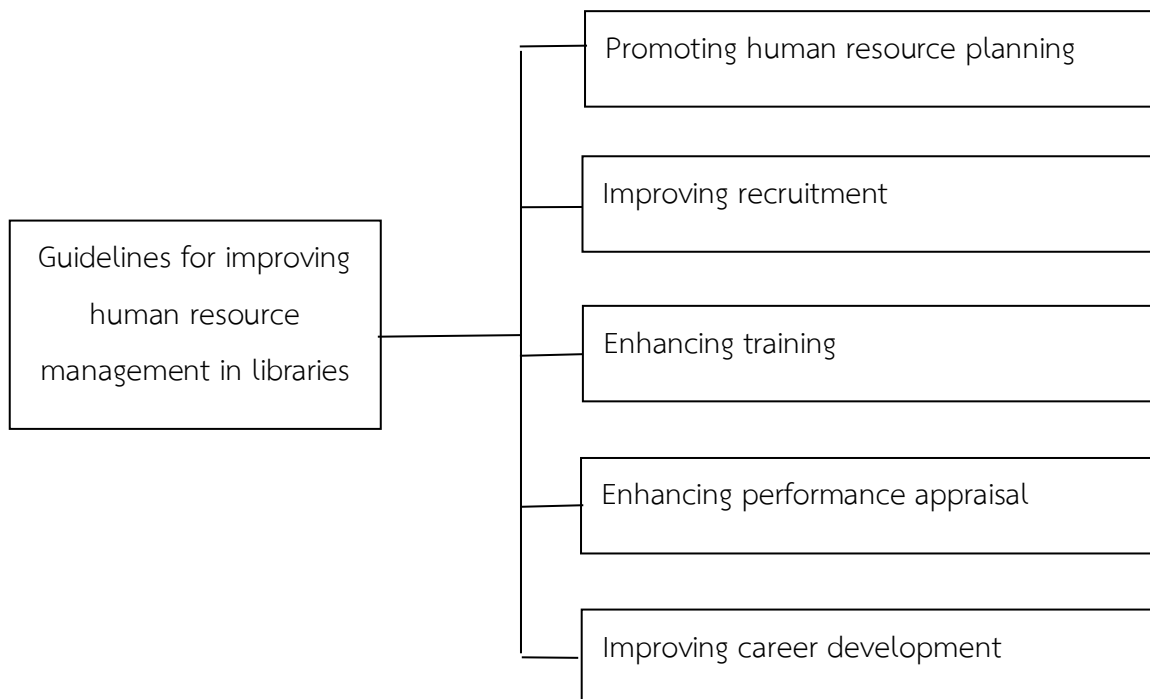
Table 4.9 (Continue)

Guidelines for Improving the Human Resource Management of Libraries	Measures
Improving Career Development	1. Strengthening internal training, encourage and support librarians to continuously improve their professional quality and skill level, participate in relevant training and learning, maintain attention to the development of the industry, and update their knowledge and skills in a timely manner.
	2. Assisting in broadening the professional ascension channel of the librarians, and continuously improve the professional literacy and service of the librarian through optimization of posts, fair competition, and encourage flowing.
	3. Conducting reasonable job exchanges and work exploration for Librarians in combination with work needs, and enhance librarians' environmental and business adaptability.
	4. Strengthening the career planning guidance of librarians, improve their job awareness through professional guidance, see the hope of personal career development, and further stimulate the work enthusiasm of librarians.
	5. Keeping an open mind, actively participate in teamwork, promote information sharing and experience exchange, and improve the overall performance and efficiency of the team.

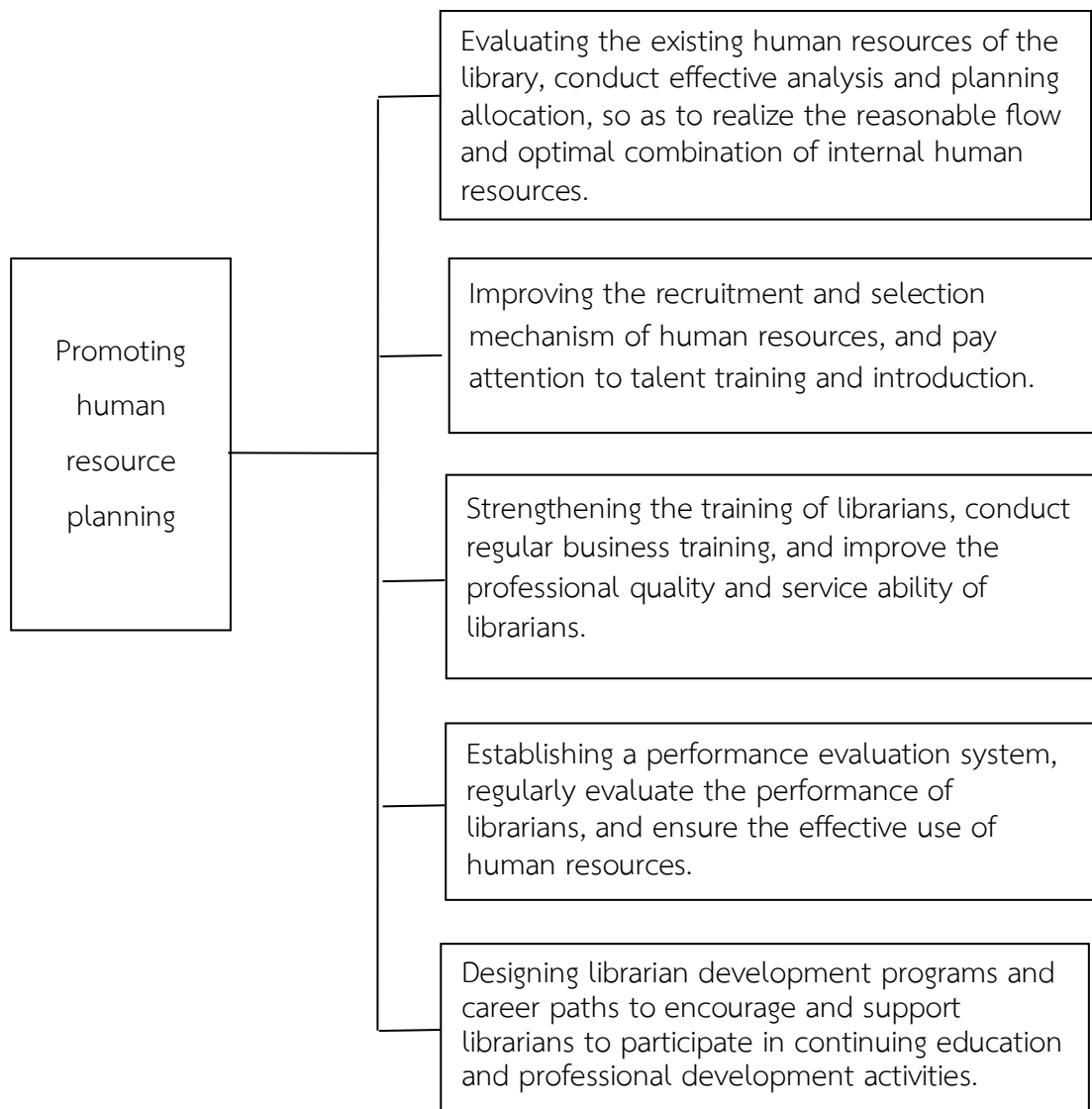
Table 4.9 (Continue)

Guidelines for Improving the Human Resource Management of Libraries	Measures
	6. Paying attention to career opportunities and trends inside and outside the industry, have the courage to accept challenges and changes, actively participate in academic research, project cooperation and other activities, expand personal career development space, and achieve personal goals and values.

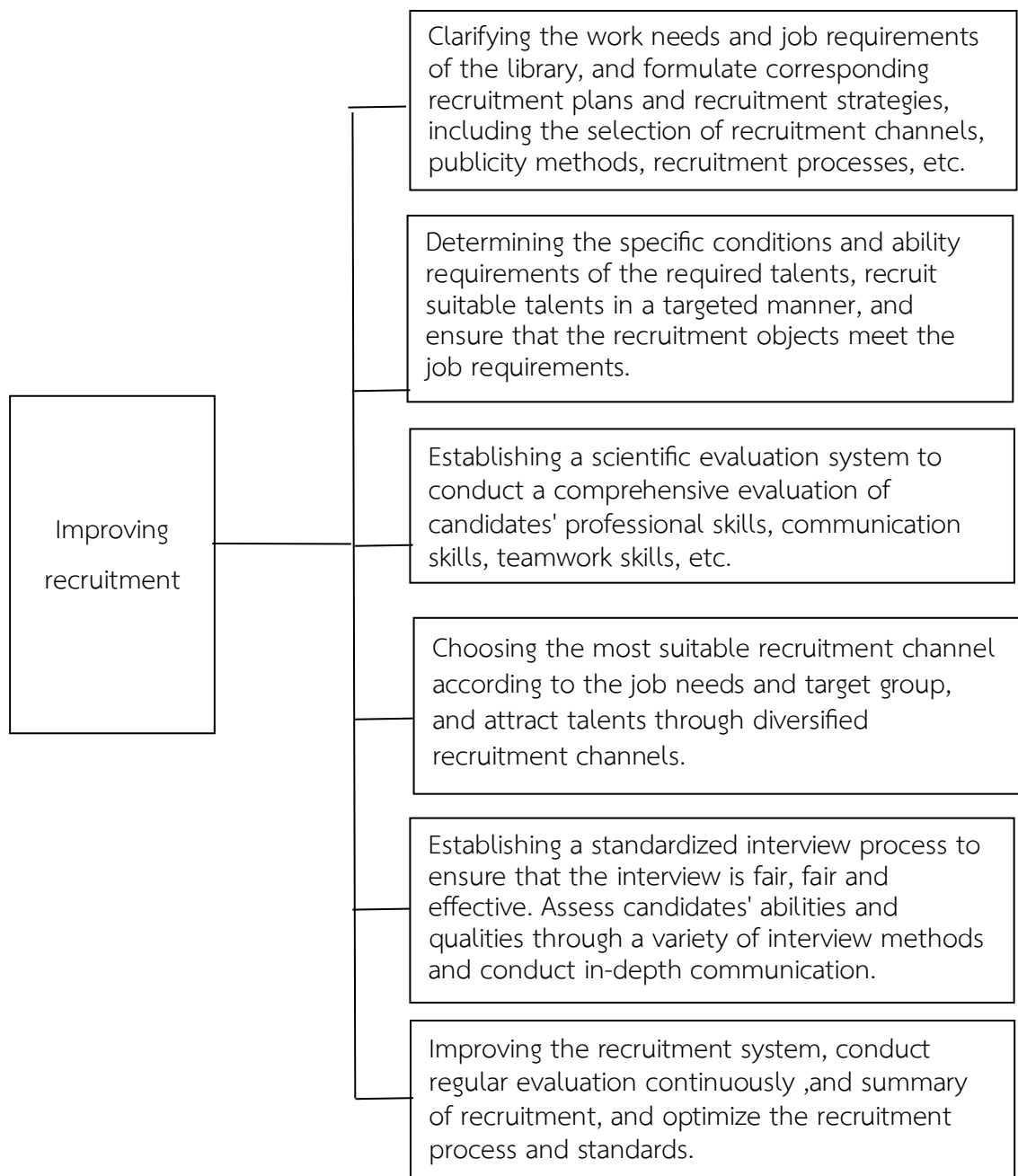
According to Table 4.9, the researchers proposed the guidelines for improving the human resource management in libraries of Guangxi universities in five aspects, which contain 28 measures. There are 5 measures for human resource planning, 6 measures for recruit, 6 measures for training, 5 measures for performance appraisal, 6 measures career development, The framework of the guidelines is as follows:



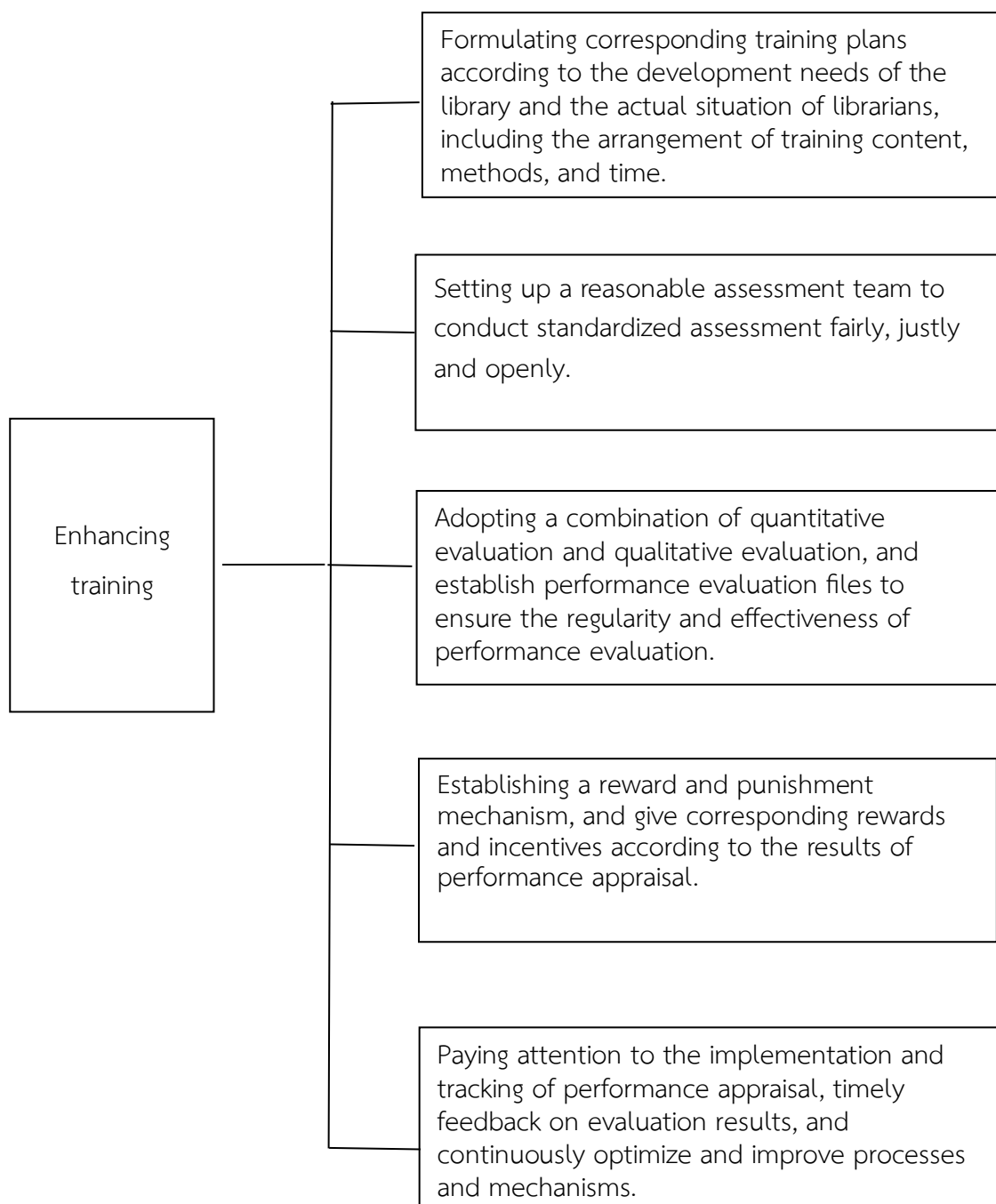
**Figure 4.1** Guidelines for improving the human resource management in libraries



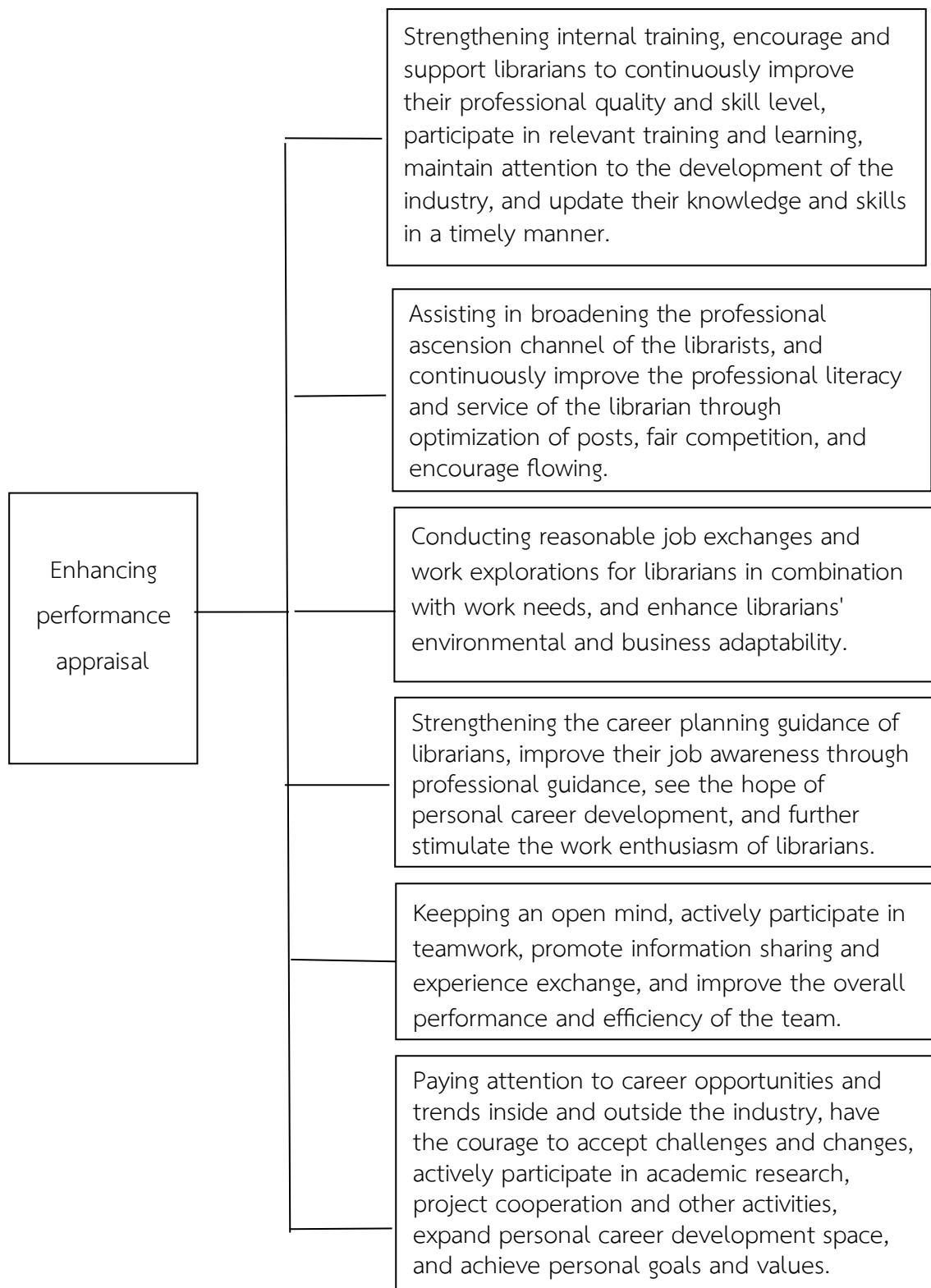
**Figure 4.2** The guidelines for promoting human resource planning



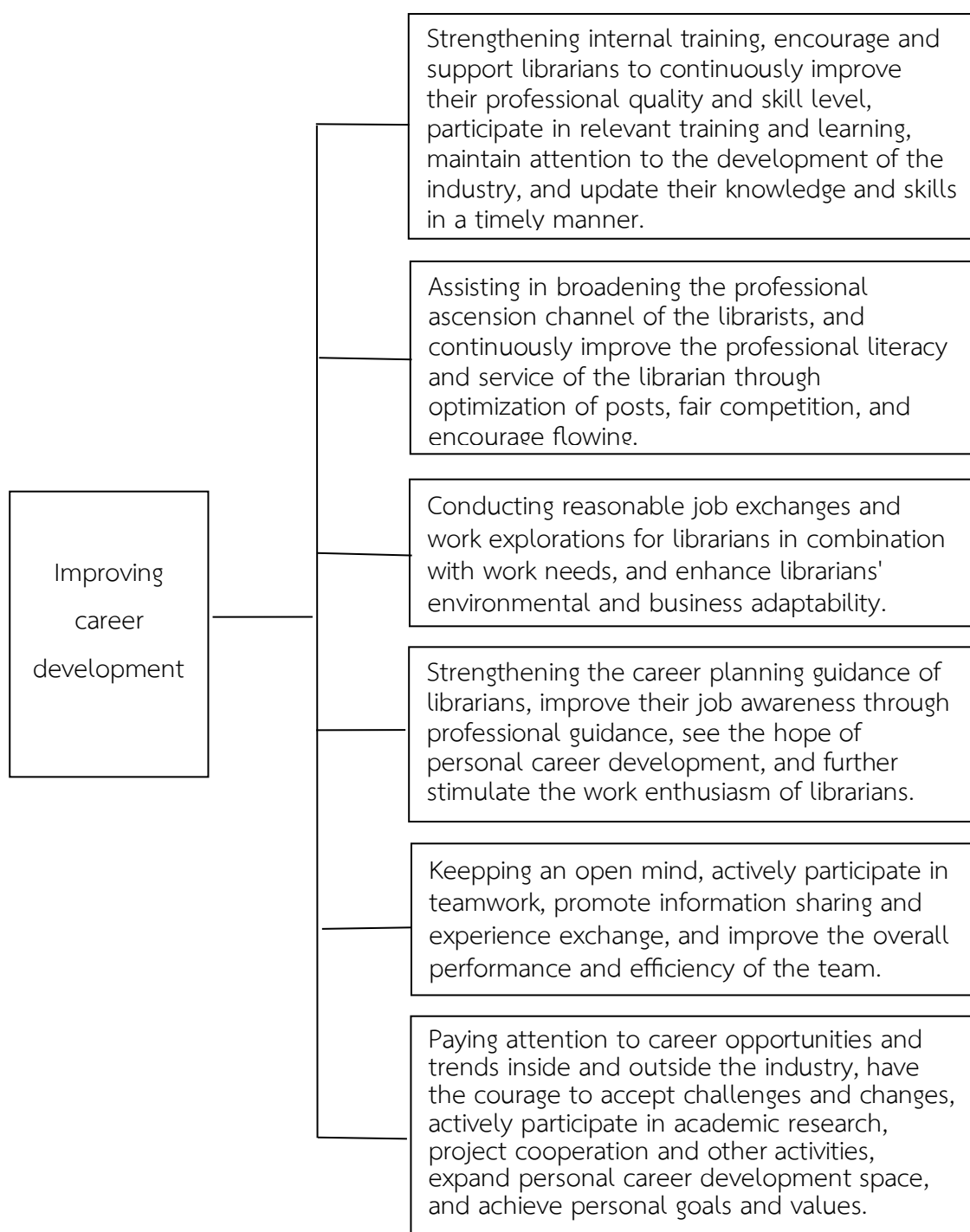
**Figure 4.3** The guidelines for improving recruitment



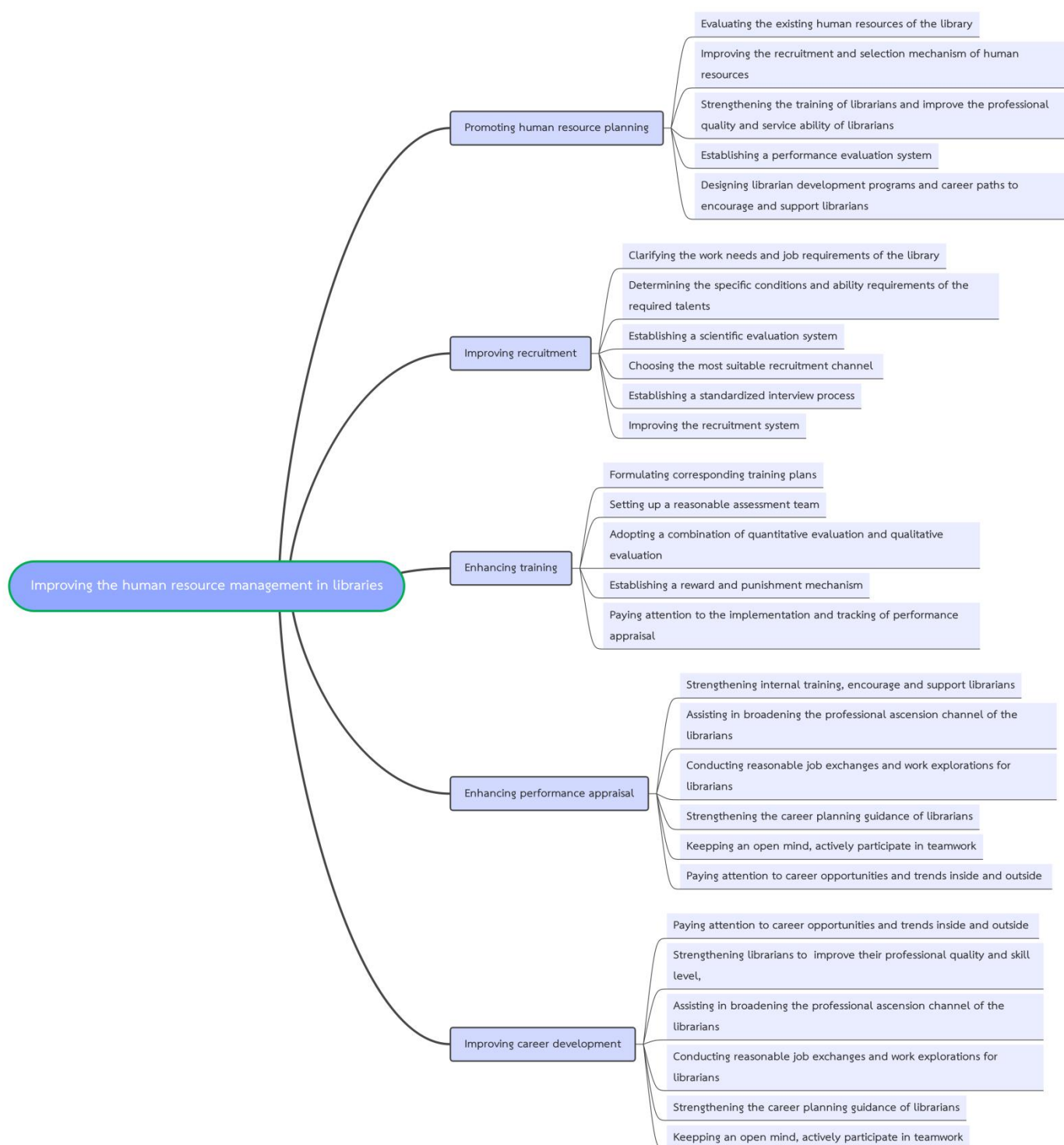
**Figure 4.4** The guidelines for enhancing training



**Figure 4.5** The guidelines for enhancing performance appraisal



**Figure 4.6** The guidelines for improving career development



**Figure 4.7** The guidelines for improving the human resource management in libraries

Part 4: The Analysis Results about the Evaluation of the Suitability and Feasibility of the Guidelines for Improving the Human Resource Management in Universities Libraries in Guangxi. The Researcher Presented the Data by Mean and Standard Deviation.

**Table 4.10** The mean and standard deviation of the evaluation of the suitability and feasibility of guidelines for the human resource management in libraries in five aspects

(N = 15)

Guidelines for Improving the Human Resource Management in Universities Libraries in Guangxi		Suitability			Feasibility		
		$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
1	Human resource planning	4.83	0.38	highest	4.87	0.38	highest
2	Recruitment	4.69	0.47	highest	4.57	0.60	highest
3	Training	4.80	0.40	highest	4.81	0.39	highest
4	Performance appraisal	4.75	0.44	highest	4.72	0.51	highest
5	Career development	4.77	0.43	highest	4.77	0.43	highest
Total		4.76	0.42	Highest	4.74	0.48	Highest

According to Table 4.10, the data showed that experts' overall evaluation of the suitability and feasibility of the guidelines is at the highest mean ( $\bar{X} = 4.76$ ,  $\bar{X} = 4.74$ ), indicating that the guidelines have a highest suitability and feasibility. Among the five aspects, the suitability and feasibility evaluation of the promoting human resource planning, the improving recruitment, the enhancing training, the enhancing performance appraisal, and the improving career development are the highest mean.

**Table 4.11** The mean and standard deviation of the suitability and feasibility of guidelines for the human resource management in libraries of human resource planning

(N = 15)

Guidelines and Measures on Promoting Human Resource Planning		Suitability			Feasibility		
		$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
1	Evaluating the existing human resources of the library, conduct effective analysis and planning allocation, so as to realize the	4.93	0.26	highest	4.93	0.26	highest
2	Improving the recruitment and selection mechanism of human resources, and pay attention to	4.80	0.41	highest	4.87	0.35	highest
3	Strengthening the training of librarians, conduct regular business training, and improve the professional quality and	4.73	0.46	highest	4.73	0.59	highest
4	Establishing a performance evaluation system, regularly evaluate the performance of librarians, and ensure the	4.80	0.41	highest	4.87	0.35	highest
5	Designing librarian development programs and career paths to encourage and support librarians to participate in continuing education and	4.87	0.35	highest	4.93	0.26	highest
<b>Total</b>		<b>4.83</b>	<b>0.38</b>	<b>Highest</b>	<b>4.87</b>	<b>0.36</b>	<b>Highest</b>

According to Table 4.11, the data showed that experts' overall evaluation of the suitability and feasibility of promoting human resource planning at the highest mean ( $\bar{x} = 4.83$ ,  $\bar{x} = 4.87$ ), indicating that the promoting human resource planning has a highest suitability and feasibility. Among the 5 guidelines, the suitability and feasibility are all the highest mean.

**Table 4.12** The mean and standard deviation of the suitability and feasibility of guidelines for the human resource management in libraries of recruitment  
(N = 15)

Guidelines and Measures on Improving Recruitment	Suitability			Feasibility		
	$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
1 Clarifying the work needs and job requirements of the library, and formulate corresponding recruitment plans and recruitment strategies,	4.60	0.51	highest	4.47	0.52	high
2 Determining the specific conditions and ability requirements of the required talents, recruit suitable talents in a targeted manner, and	4.53	0.52	highest	4.13	0.64	high
3 Establishing a scientific evaluation system to conduct a comprehensive evaluation of candidates' professional skills, communication skills, teamwork	4.80	0.41	highest	4.60	0.63	highest
4 Choosing the most suitable recruitment channel according to the job needs and target group, and	4.71	0.46	highest	4.87	0.35	highest

Table 4.12 (Continue)

		(N = 15)					
Guidelines and Measures on Improving Recruitment		Suitability			Feasibility		
		$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
5	Establishing a standardized interview process to ensure that the interview is fair, fair and effective. Assess candidates' abilities and qualities through a variety of interview methods and conduct in-depth communication.	4.80	0.41	highest	4.53	0.64	highest
6	Improving the recruitment system, conduct regular evaluation continuously ,and summary of recruitment, and optimize the recruitment process and standards.	4.67	0.49	highest	4.80	0.56	highest
<b>Total</b>		<b>4.69</b>	<b>0.47</b>	<b>Highest</b>	<b>4.57</b>	<b>0.56</b>	<b>Highest</b>

According to Table 4.12, the data showed that experts' overall evaluation of the suitability and feasibility of improving recruit at the highest mean ( $\bar{X} = 4.69$ ,  $\bar{X} = 4.57$ ), indicating that the promoting human resource planning has a highest suitability and feasibility. Among the 4 guidelines, the suitability and feasibility are all the highest mean. Among the 2 guidelines, the suitability and feasibility are all the highest mean.

**Table 4.13** The mean and standard deviation of the suitability and feasibility of guidelines for the human resource management in libraries of training  
(N = 15)

Guidelines and Measures on Improving Training		Suitability			Feasibility		
		$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
1	Formulating corresponding training plans according to the development needs of the library and the actual situation of librarians, including the arrangement of training content, methods, and time.	4.87	0.35	highest	4.80	0.41	highest
2	Combining with the characteristics of library work, customize different training courses according to the needs of different positions, hire	4.80	0.41	highest	4.73	0.46	highest
3	Enriching the training content, covering knowledge and skills in different fields and levels to meet the needs and development directions of different librarians.	4.93	0.26	highest	4.93	0.26	highest
4	Paying attention to the combination of practice, and allow librarians to apply the knowledge and skills they have learned to practical work through internships, case studies, etc.	4.80	0.41	highest	4.73	0.46	highest
5	Encouraging librarians to learn independently through various online learning platforms, professional journals and books.	4.73	0.46	highest	4.80	0.41	highest

Table 4.13 (Continue)

		(N = 15)					
Guidelines and Measures on Improving		Suitability			Feasibility		
	Training	$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
6	Establishing a sound training evaluation mechanism, regularly evaluate and feedback the training effect, adjust the training content and methods in a timely manner, and ensure that the training results are effectively applied.	4.67	0.49	highest	4.87	0.35	highest
Total		4.80	0.40	highest	4.81	0.39	highest

According to Table 4.13, the data showed that experts' overall evaluation of the suitability and feasibility of improving training at the highest mean ( $\bar{X} = 4.80$ ,  $\bar{X} = 4.81$ ), indicating that the promoting human resource planning has a highest suitability and feasibility. Among the 6 guidelines, the suitability and feasibility are all the highest mean.

**Table 4.14** The mean and standard deviation of the suitability and feasibility of guidelines for the human resource management in libraries of performance appraisal

(N = 15)

Guidelines and Measures on		Suitability			Feasibility		
Enhancing Performance Appraisal		$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
1	Setting up a reasonable assessment team to conduct standardized assessment fairly, justly and openly.	4.67	0.49	highest	4.67	0.49	highest
2	Adopting a combination of quantitative evaluation and qualitative evaluation, and establish performance evaluation files to ensure the regularity and effectiveness of performance evaluation.	4.80	0.41	highest	4.53	0.64	highest
3	Establishing a reward and punishment mechanism, and give corresponding rewards and incentives according to the results of performance appraisal.	4.87	0.35	highest	4.73	0.59	highest
4	Adopting a combination of quantitative evaluation and qualitative evaluation, and establish performance evaluation files to ensure the regularity and effectiveness of performance evaluation.	4.67	0.49	highest	4.80	0.41	highest

Table 4.14 (Continue)

(N = 15)

Guidelines and Measures on		Suitability			Feasibility		
Enhancing Performance Appraisal		$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
5	Paying attention to the implementation and tracking of performance appraisal, timely feedback on evaluation results, and continuously optimize and improve processes and mechanisms.	4.73	0.46	highest	4.87	0.35	highest
Total		4.75	0.44	Highest	4.72	0.49	Highest

According to Table 4.14, the data showed that experts' overall evaluation of the suitability and feasibility of enhancing performance appraisal at the highest mean ( $\bar{X} = 4.75$ ,  $\bar{X} = 4.72$ ), indicating that the promoting human resource planning has a highest suitability and feasibility. Among the 5 guidelines, the suitability and feasibility are all the highest mean.

**Table 4.15** The mean and standard deviation of the suitability and feasibility of guidelines for the human resource management in libraries of career development

(N = 15)

Guidelines and Measures on Improving Career Development		Suitability			Feasibility		
		$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
1	Strengthening internal training and support librarians to continuously improve their professional quality and skill level, participate in relevant training and learning, maintain attention to the development of the industry, and update knowledge and skills in a timely manner.	4.60	0.51	highest	4.93	0.26	highest
2	Assisting in the professional ascension channel of the librarians, and continuously improve the professional literacy and service of the librarian through optimization of posts, fair competition.	4.87	0.35	highest	4.80	0.41	high
3	Conducting job exchanges and work explorations for librarians in combination with work needs, and enhance librarians' environmental and business adaptability.	4.73	0.46	highest	4.87	0.35	highest
4	Strengthening the career planning guidance of librarians, improve their job awareness through professional guidance, see the hope of personal	4.87	0.35	highest	4.73	0.46	highest

Table 4.15 (Continue)

		(N = 15)					
Guidelines and Measures on Improving		Suitability			Feasibility		
Career Development		$\bar{X}$	S.D.	Level	$\bar{X}$	S.D.	Level
5	Keeping an open mind, actively participate in teamwork, promote information sharing and experience exchange, and improve the overall performance and efficiency of the team.	4.80	0.41	highest	4.67	0.49	highest
6	Paying attention to career opportunities and trends inside and outside the industry, have the courage to accept challenges and changes, actively participate in academic research, project cooperation and other activities, expand personal career development space, and achieve personal goals and values.	4.73	0.46	highest	4.60	0.51	highest
<b>Total</b>		<b>4.77</b>	<b>0.42</b>	<b>highest</b>	<b>4.77</b>	<b>0.41</b>	<b>highest</b>

According to Table 4.15, the data showed that experts' overall evaluation of the suitability and feasibility of enhancing performance appraisal at the highest mean ( $\bar{X} = 4.77$ ,  $\bar{X} = 4.77$ ), indicating that the promoting human resource planning has a highest suitability and feasibility. Among the 6 guidelines, the suitability and feasibility are all the highest mean.

## Chapter 5

### Conclusion Discussion and Recommendations

The research in the guidelines for Improving the human resource management in libraries of Guangxi universities. The objectives of this research were: 1) To study the current situation of the human resource management in libraries of Guangxi universities. 2) To formulate the guidelines for the human resource management in libraries of Guangxi universities. 3) To evaluate the suitability and feasibility of the guidelines for improving the human resource management in libraries of Guangxi universities were including 5 following aspects: 1) Human Resource Planning, 2) Recruitment, 3) Training, 4) Performance Appraisal, 5) Career Development. The sample group in this research were administrators in 10 universities in Guangxi. The Interview group was 10 administrators of the human resource management in libraries. The research instruments were documents analysis, questionnaire, and structured interview. The statistic to analyze the data were percentage, mean and standard deviation.

The details are as follows.

#### Conclusion

The research in the guidelines for improving the human resource management in libraries of Guangxi universities. The researcher summarizes the conclusion into 3 parts, details as follows:

Part 1: the current situation of the human resource management in libraries of Guangxi universities.

Part 2: the guidelines for improving the human resource management in libraries of Guangxi universities.

Part 3: the suitability and feasibility of guidelines for the guidelines for improving the human resource management in libraries of Guangxi universities.

### **Part 1: The Current Situation of the Human Resource Management in Libraries of Guangxi Universities**

The current situation of the human resource management in libraries of Guangxi universities in five aspects was at high level. Consider for the result of the study aspects ranged from the highest to the lowest level were as follow: the highest level was human resource planning, followed by training, recruitment, career development, performance appraisal was the lowest level.

**Human Resource Planning** was at high level. Considering the results of this research aspects ranged from the highest to lowest mean were as follow: the highest mean was administrators point out it is the basis of all human resource management activities of university libraries, followed by Administrators develop strategic planning, organizational planning, system planning, personnel planning and cost planning, and administrators formulate systematic and overall human resources supply and demand plan. was the lowest mean.

**Recruitment** was at high level. Considering the results of this research aspects ranged from the highest to lowest mean were as follow: the highest mean was administrators analyze the recruit including age, knowledge structure, physical fitness, psychological quality, work experience, business ability, followed by the administrators have an in-depth understanding of the overall picture of human resources, and administrators emphasize that recruitment is the first step in acquiring human resources for libraries was the lowest mean.

**Training** was at high level. Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was administrators organize training for librarians, follow by administrators train them through skill development, training and improvement, observation and learning, and administrators establish a complete training system was the lowest mean.

**Performance Appraisal** was at high level. Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was administrators combine with morality, ability, diligence and performance, follow by administrators give feedback on the assessment results to the librarians, and

administrators use scientific qualitative and quantitative methods specific criteria was the lowest mean.

**Career Development** was at high level. Considering the results of this research aspects ranged from the highest to lowest mean were as follows: the highest mean was administrators want to achieve a win-win goal for librarians and libraries to grow together, follow by Administrators use professional development to motivate librarians while preventing brain drain, and Administrators provide librarians with appropriate roles and opportunities and put them at the center was the lowest mean.

## **Part 2: The Guidelines for Improving the Human Resource Management in Libraries of Guangxi Universities.**

The guidelines for improving the human resource management in libraries of Guangxi universities in five aspects, which contain 28 measures. There are 5 measures for human resource planning, 6 measures for recruit, 6 measures for training, 5 measures for performance appraisal, 6 measures career development.

### **For Promoting Human Resource Planning, there are 5 Measures for the Human Resource Management in Libraries of Guangxi Universities as Follow:**

1. Evaluating the existing human resources of the library, conduct effective analysis and planning allocation, so as to realize the reasonable flow and optimal combination of internal human resources.
2. Improving the recruitment and selection mechanism of human resources, and pay attention to talent training and introduction.
3. Strengthening the training of librarians, conduct regular business training, and improve the professional quality and service ability of librarians.
4. Establishing a performance evaluation system, regularly evaluate the performance of librarians, and ensure the effective use of human resources.
5. Designing librarian development programs and career paths to encourage and support librarians to participate in continuing education and professional development activities.

**For Improving Recruitment, here are 6 Measures for the Human Resource Management in Libraries of Guangxi Universities as Follow:**

1. Clarifying the work needs and job requirements of the library, and formulate corresponding recruitment plans and recruitment strategies, including the selection of recruitment channels, publicity methods, recruitment processes, etc.
2. Determining the specific conditions and ability requirements of the required talents, recruit suitable talents in a targeted manner, and ensure that the recruitment objects meet the job requirements.
3. Establishing a scientific evaluation system to conduct a comprehensive evaluation of candidates' professional skills, communication skills, teamwork skills, etc.
4. Choosing the most suitable recruitment channel according to the job needs and target group, and attract talents through diversified recruitment channels.
5. Establishing a standardized interview process to ensure that the interview is fair, fair and effective. Assess candidates' abilities and qualities through a variety of interview methods and conduct in-depth communication.
6. Improving the recruitment system, conduct regular evaluation continuously, and summary of recruitment, and optimize the recruitment process and standards.

**For Enhancing Training, there are 6 Measures for the Human Resource Management in Libraries of Guangxi Universities as Follow:**

1. Formulating corresponding training plans according to the development needs of the library and the actual situation of librarians, including the arrangement of training content, methods, and time.
2. Combining with the characteristics of library work, customize different training courses according to the needs of different positions, hire professional teams and scholars to carry out full training, and continuously optimize professional training.
3. Enriching the training content, covering knowledge and skills in different fields and levels to meet the needs and development directions of different librarians.
4. Paying attention to the combination of practice, and allow librarians to apply the knowledge and skills they have learned to practical work through internships, case studies, etc.

5. Encouraging librarians to learn independently through various online learning platforms, professional journals and books.

6. Establishing a sound training evaluation mechanism, regularly evaluate and feedback the training effect, adjust the training content and methods in a timely manner, and ensure that the training results are effectively applied.

**For Enhancing Performance Appraisal, there are 6 Measures for the Human Resource Management in Libraries of Guangxi Universities as Follow:**

1. Analyzing the position situation, establish an evaluation system at different levels, formulate scientific performance evaluation standards and methods and specific quantifiable indicators to ensure that the assessment is comprehensive and fair.

2. Setting up a reasonable assessment team to conduct standardized assessment fairly, justly and openly.

3. Adopting a combination of quantitative evaluation and qualitative evaluation, and establish performance evaluation files to ensure the regularity and effectiveness of performance evaluation.

4. Establishing a reward and punishment mechanism, and give corresponding rewards and incentives according to the results of performance appraisal.

5. Paying attention to the implementation and tracking of performance appraisal, timely feedback on evaluation results, and continuously optimize and improve processes and mechanisms.

**For Improving Career Development, there are 6 Measures for the Human Resource Management in Libraries of Guangxi Universities as Follow:**

1. Strengthening internal training, encourage and support librarians to continuously improve their professional quality and skill level, participate in relevant training and learning, maintain attention to the development of the industry, and update their knowledge and skills in a timely manner.

2. Assisting in broadening the professional ascension channel of the librarians, and continuously improve the professional literacy and service of the librarian through optimization of posts, fair competition, and encourage flowing.

3. Conducting reasonable job exchanges and work explorations for librarians in combination with work needs, and enhance librarians' environmental and business adaptability.

4. Strengthening the career planning guidance of librarians, improve their job awareness through professional guidance, see the hope of personal career development, and further stimulate the work enthusiasm of librarians.

5. Keeping an open mind, actively participate in teamwork, promote information sharing and experience exchange, and improve the overall performance and efficiency of the team.

6. Paying attention to career opportunities and trends inside and outside the industry, have the courage to accept challenges and changes, actively participate in academic research, project cooperation and other activities, expand personal career development space, and achieve personal goals and values.

### **Part 3: The Suitability and Feasibility of Guidelines for the Guidelines for Improving the Human Resource Management in Libraries of Guangxi Universities.**

The suitability and feasibility for improving the human resource management in libraries in five aspects were at high level with the value between 4.00 and 5.00, which means the guidelines for the human resource management in libraries are suitability and feasibility.

The suitability of promoting human resource planning was highest level with the level 4.83, which means the guidelines for improving the human resource management in libraries are suitability. The feasibility of promoting human resource planning was highest level with the level 4.87, which means the guidelines for improving the human resource management in libraries are feasibility.

The suitability of improving recruitment was highest level with the level 4.69, which means the guidelines for improving the human resource management in libraries are suitability. The feasibility of improving recruitment was highest level with the level 4.57, which means the guidelines for improving the human resource management in libraries are feasibility.

The suitability of enhancing training was highest level with the level 4.80, which means the guidelines for improving the human resource management in libraries

are suitability. The feasibility of enhancing training was highest level with the level 4.81, which means the guidelines for improving the human resource management in libraries are feasibility.

The suitability of enhancing performance appraisal was highest level with the level 4.75, which means the guidelines for improving the human resource management in libraries are suitability. The feasibility of enhancing performance appraisal was highest level with the level 4.72, which means the guidelines for improving the human resource management in libraries are feasibility.

The suitability of improving career development was highest level with the level 4.77, which means the guidelines for improving the human resource management in libraries are suitability. The feasibility of improving career development was highest level with the level 4.77, which means the guidelines for improving the human resource management in libraries are feasibility.

## Discussion

The research in the guidelines for Improving the human resource management in libraries of Guangxi universities. The researcher summarizes the discussion into 3 parts, details as follows:

Part 1: the current situation of the human resource management in libraries of Guangxi universities

Part 2: the guidelines for improving the human resource management in libraries of Guangxi universities.

Part 3: the suitability and feasibility of guidelines for the guidelines for improving the human resource management in libraries of Guangxi universities.

### **Part 1: The Current Situation of the Human Resource Management in Libraries of Guangxi Universities**

The current situation of the human resource management in libraries of Guangxi universities in five aspects was at high level. Consider for the result of the study aspects ranged from the highest to the lowest level were as follow: the highest level was human resource planning, followed by training, recruit, career development, performance appraisal was the lowest level.

In order to cope with this situation, it is suggested that university libraries should strengthen the scientificity and effectiveness of human resource management, and continuously improve them, so as to further enhance the efficiency of human resource management, better meet the needs of university education management and promote the development and progress of the university. This is consistent with Chen Jianfeng's (2017, p.1) view, when the library carries out human resource planning, it is often based on the strategic objectives of the library, and scientifically predicts the supply and demand of human resources in the future development of the library, so as to ensure the appropriateness of the human resources strategy and lay a good foundation for the long-term development of the library. If the planning is in place, it can lay a good foundation for better human resource management. Therefore, libraries must do a good job to ensure the effectiveness of human resource management and allocation. It is only through the strengthening of human resource planning that schools can be better adapted to the challenges of the new era and promote greater educational development.

**Human Resources Planning is the Highest Level.** This is because human resources planning is the starting point and basis of various specific human resource management activities, which directly affects the efficiency of the overall human resource management of the enterprise. By analyzing and estimating the needs of the future human resources and supply status of the library, the scientific methods are used for organizational design, and the human resources acquisition, allocation, use, and protection are planned. Supply and demand balance plan to ensure that the organization obtains various necessary human resources in the required time and positions required, thereby achieving a reasonable allocation of human resources and other resources, and effectively motivating and developing librarian potential. At present, the long-term planning of effective human resource development and management of college libraries attaches importance to the post training of librarians. Increasing system restrictions in the process of entering the museum, formulating a reasonable wage system, formulating an effective incentive mechanism in the personnel management system, and making the competition and elimination mechanism truly play a role. As a result, the rules and regulations of the cultivation,

attraction, stability and performance assessment, and rewards of the cultivation, attraction, stability and performance assessment, and rewards of human resources are gradually established (Cui Xueru, 2017, p.4). However, in the survey, it was found that the "manager formulates systems and comprehensive human resources supply and demand plans" scores the lowest, which can be attributed to the following possibilities: human resources planning is suitable for the preliminary development choice of library, which does not mean that these planning content can If you meet the actual work of the post -stage, the content of the planning is difficult to do and apply to various tasks.

**Training is at a High Level.** The Ministry of Education's Regulations on Libraries of Ordinary Colleges and Universities clearly stipulates that colleges and universities should include the training of professional librarians in their talent training plans. Library training should create conditions for librarians to realize career planning, realize the common progress of individuals and libraries, and make the training produce better motivational effects. The library should train librarians in attitude, work skills and professional knowledge, and the training at this stage should be based on the basic situation of the library, the distribution of departments, the establishment of institutions, rules and regulations, job responsibilities, etc. In the medium term, the library should select talents based on the performance of librarians, and promote librarians with management willingness and management skills, and at this stage, short-term training courses or seminars can be held to train librarians in professional knowledge and skills. In the later stage, librarians have good work skills and accumulated rich work experience due to their long time in the library, and at this stage, the library should carry out professional training for librarians, such as academic exchanges, the development and application of new technologies in the field of library and information science (Zhang Sa, 2018) However, in the survey, it was found that the score of "managers establish a complete training system" was the lowest, which can be attributed to the following possibilities: managers ignore the development potential of librarians for relearning, in addition, There is a lack of an effective evaluation mechanism in the library, the training objectives have not been clarified, and the actual

needs of librarians have not been deeply understood, and the training content and methods need to be further improved.

**Recruitment is at a High Level.** University libraries should take the initiative to formulate their own human resources recruitment plans and talent introduction plans to meet the actual needs of talents. Actively strive for the talent introduction policy from the school, break through the confinement of the school's direct arrangement of personnel, strive for talent introduction indicators, and further broaden the employment channels. Externally, we should pay attention to actively improving the talent introduction policy, establish a flexible talent introduction mechanism, focus on introducing high-level talents with rich experience and required for the post, pay attention to absorbing and cultivating full-time and part-time subject librarians inwardly, continuously optimize the quantity and quality of human resources in the library, and reserve talents for in-depth discipline services (Chen Yanzhang, 2022). However, in the survey, it was found that "managers emphasize that recruitment is the first link for libraries to obtain human resources" scored the lowest, which can be attributed to the following possibilities: recruitment is suitable for the selection and allocation of various positions in the library, but in the actual operation process, the school intervenes greatly in the human resource management of the library, and the library does not have the right to recruit and select recruiters independently, so the recruitment process is often not objective, fair and reasonable enough, resulting in the situation that the acquisition of human resources is not optimal.

**Career Development is Also at a High Level.** Libraries need to actively formulate career planning strategies for employees, so as to stimulate the potential of employees, mobilize their enthusiasm for work, and promote their dedication and dedication. The career management of the library needs to effectively allocate human resources, improve work efficiency, and realize the unity of the realization of employees' personal goals and the organizational goals of the library. For the library, through the reasonable planning of the staff's career, it can reduce the loss of talents, stabilize the staff, and deeply realize that the success of the staff's personal career will lead to the realization of the long-term development goal of the library (Zhang Sa, 2018). However, in the survey, it was found that "managers are librarian-centered and

provide suitable jobs and opportunities for librarians" scored the lowest, which can be attributed to the following possibilities: the current human resource management of university libraries often only focuses on the realization of the library's own staff job needs, and for the career of librarians, the library often does not carry out long-term planning, resulting in limited development space for librarians.

**Performance Appraisals is at a High Level.** For managers, it is necessary to establish an effective performance appraisal and incentive mechanism, because the library in the information age has put forward higher requirements for the ability and quality of librarians, so in the human resource management work, it is more necessary to take job appraisal as the core, establish a set of scientific performance appraisal mechanism, so as to better motivate librarians, let him give full play to his personal subjective initiative and creativity, and constantly promote the development process of library work Pei Weiwei, Lv Shuxian, Xiao Qun (2016, p.7). However, in the survey, it was found that "managers used scientific qualitative and quantitative methods and specific standards for performance appraisal" scored the lowest, which can be attributed to the following possibility: in the actual appraisal and evaluation work of the library, the appraisal results are easily affected by factors such as habitual thinking, work experience, and subjective consciousness of evaluators, and some evaluation errors occur, so that the fairness, objectivity and accuracy of performance appraisal cannot be ensured.

## **Part 2: The Guidelines for Improving the Human Resource Management in Libraries of Guangxi Universities.**

It is proposed that the guidelines for improving the human resource management in libraries of Guangxi universities in five aspects, which contain 28 measures. There are 5 measures for human resource planning, 6 measures for recruit, 6 measures for training, 5 measures for performance appraisal, 6 measures career development.

### **For Promoting Human Resource Planning, this Study Proposes the Following Five Guidelines, of which 1 and 2 are the Most Valuable Guidelines.**

The first guide is to evaluate the existing human resources of the library, conduct effective analysis and planning allocation to achieve the reasonable flow and

optimization of internal talent resources. "Reasonable planning of human resources is a college library manager who needs to focus on human resources construction. Pay attention to the question (Qi Raihong, 2018, p.14). First of all, through the evaluation and analysis of human resources, you can understand the skills, experience and ability of the library staff, and then better allocate work tasks to ensure that all services can be obtained by various services to get the services. Professional and efficient support. In addition, reasonable human resource allocation can reduce the waste of human resources and improve the operating efficiency of the library. At the same time, through effective planning, the future human resources needs can be predicted to avoid the shortage of human resources or excess situations. Occurrence. Reasonable human resource allocation and optimization combination can promote the flow and development of talents inside the library, and provide more career and development space for library staff. This can stimulate employees' work enthusiasm and enthusiasm, improve work satisfaction and loyalty. The effective planning and allocation of human resources can also avoid the waste of human resources and duplicate human resources, reduce the human resources cost of the library. With the development of society and the advancement of technology, the operating model and service content of the library also In continuous changes. Through the evaluation and planning of human resources, you can predict future talent demand and changes, and do a good job of talent reserves and training in advance to ensure that libraries can meet the needs of future development.

The third guide is to strengthen the training of the librarus, conduct regular business training, and improve the professional literacy and service capabilities of the librarus. Under the conditions of the limited training expenses and training opportunities given by the school, college libraries can also use the unique humanistic environment to carry out human resources training and reserves (Liao Jing, 2019, p.274). First of all, strive for school policies to tilt, and strive for the librarian for the opportunity to learn and study. Through learning, not only improves the personal business quality and cultural quality of the library, but also improves the competitiveness and cohesion of library's organizational organization. Take the initiative to carry out targeted high -quality services for the departments and closely

connect with the departments, so that the teachers of the department to carry out cultural and business quality training for the library. Incentive library academic leaders carry out training activities. Provide high -quality discipline services for school discipline leaders to expand the human resources reserve of library. In addition to going out to study, we must also strengthen contact with other brothers college halls and invite experts and scholars to conduct lectures and training. Make full use of library literature resources and network conditions to create a convenient and fast academic research environment and atmosphere for libraries.

**For Improving Recruitment, this Study Proposes the Following Five Guidelines, of which 1 and 2 are the Most Valuable Guidelines.**

The first guideline is to clarify the work needs and job requirements of the library, and formulate corresponding recruitment plans and recruitment strategies, including the selection of recruitment channels, publicity methods, and recruitment processes. Innovate the old system, scientifically allocate the human resources of the library, and optimize the structure of personnel configuration, which can greatly improve the overall function of the library. Clarify the scope of power and responsibilities of each position, according to different post responsibilities, and the characteristics of comprehensive employees, due to the characteristics of the job. Pay attention to the optimization configuration of the structure. Based on the scientific and reasonable matching of factors such as the education, ability, title, personality, age, gender and other factors, it inspires staff to continuously improve professional literacy and continue to optimize the structure of personnel. Implement an open junction mechanism. The competition mechanism must be scientific, with the principles of openness, fairness, and fairness, and the priority of the selection ability, education, and professional titles. Persons with family -owned family -like entered the library, so as to truly realize the optimization configuration of local college library staff (Han Jingwu, 2017, p.52).

The second guideline is to determine the specific conditions and capabilities of the required talents, to recruit suitable talents to ensure that the recruitment objects meet the job requirements. "School libraries can make full use of various channels for mandist employment, including in -school selection and hires

Recruitment with off-campus, through targeted recruitment configurations through different levels of needs, you can use the combination of the entire museum competition with professional talents. For example, when selecting the libraries with strong professional ability of books and intelligence, the whole library can use the entire museum competition Evaluation; recruitment librarians with relevant discipline background, strong subject root, strong foreign language ability, and mastered computer application skills can use foreign recruitment talents, including internal teaching and research staff with rich experience in teaching and research. Only the Jia configuration can form a high -efficiency service team of unity and mutual cooperation (Shen Yang, 2016, p.137).

**For Enhancing Training, this Study Proposes 6 Guidelines, of which 1 and 2 are the Most Valuable Strategies.**

The first measure is to formulate corresponding training plans based on the development needs of the library and the actual situation of the librarian, including the arrangement of training content, methods, time and other aspects. Talent is an important force to promote development. In the process of practical human resource management, it should be emphasized to invest and cultivate talents to promote the improvement of employee skills and the update of knowledge. , Strive to build the library into a learning -oriented organization, whether it is the development of human resources or the use of professional talents, it is very important (Mao Yin, Wu Haixia, 2017, p.2). Therefore, it is a key issue to grasp the training of talents.

The second measure is to combine the characteristics of the library and customize different training courses according to the needs of different positions, and hire professional teams and scholars to conduct all-staff training and continue to optimize professional training. " Most interviewees mentioned that everyone's views on the development of the internal training of the library. The training should be customized according to the characteristics of the specific work, and the different needs of the library should be used to improve the professional skills and Service quality. In addition, it is also essential to continue to optimize training courses and specialized training. This view has also been confirmed by practice. More and more libraries have begun to pay attention to employees' training and development.

Through customized training, customized training Course and professional training methods to improve employees' professional skills and service levels. This can not only improve the service quality and efficiency of the library, but also help enhance the overall image and competitiveness of the library. At the same time as the introduction of new talents, it is not possible to ignore the education and training of existing personnel's business capabilities and levels. The business level training of existing libraries should also be divided into levels (Zhao Yan, 2020, p.139).

**For Enhancing Performance Appraisal, this Study Proposes Five Guidelines, of which 4 and 5 are the Most Valuable Guidelines.**

The fourth guideline is to establish a reward and punishment mechanism that gives corresponding rewards and incentives based on the results of the performance assessment. Because the library puts forward the high requirements of the librarian capabilities and quality, in human resources management, it is necessary to use job assessment as the core to establish a scientific performance assessment mechanism and reward and punishment mechanism And creativity (Pei Weiwei, 2020, p.36). Incentive methods should take into account material incentives and spiritual motivation, focusing on the effectiveness, fairness, hierarchicalness and durability of incentives. This is consistent with the discoveries of many studies. This allows the librarian to clearly understand their work performance and the gap with others, thereby stimulating the enthusiasm and enthusiasm of employees. Through the assessment, the librarian can better understand his advantages and deficiencies, clarify his career development direction, and formulate targeted personal development plans. At the same time, it can also reduce internal contradictions and conflicts, enhance employees' sense of belonging and loyalty, and improve the cohesion and stability of the organization.

The fifth guideline is to attach importance to the implementation and tracking of performance assessment, timely feedback the results of the evaluation, and continuously optimize and improve the process and mechanism. Faced with the new situation of continuous development and changes in the collections, functions and services of the Big Data Age Library, it is necessary to establish a sound assessment and evaluation system that is compatible with it to create humanized human resource

management (Chen Manyu, 2016, p.9). According to the overall goals of the library and the responsibilities of employees, set a clear performance assessment goal. These goals should be measured, achieved, and consistent with the strategic goals of the library. Perform performance assessment regularly and take appropriate assessment methods. In the process of assessment, we must ensure the fairness and objectiveness of the evaluation, and to avoid subjective factors and artificial interference. Get the results of the performance assessment to the librarians in time, help them understand their advantages and deficiencies, formulate improvement plans, and promote them to continuously improve their work performance. Based on the results of performance assessment and the feedback of employees, the processes and mechanisms of performance assessment are continuously optimized and improved. Improving assessment standards, adjustment of assessment methods, and improving the fairness and objectivity of assessment can be optimized.

**For Improving Career Development, this Study Proposed 6 Strategies, of which 2 and 3 are the Most Valuable Strategies.**

The second guideline is to combine the work needs to conduct reasonable job exchanges and work explorations to enhance the environment and business adaptability of the library. Under the multi-step career development model, it can maximize the free choice to maintain the standards of challenging opportunities, so that librarians who do not match professional anchors and jobs can move in a timely and reasonable movement along various dimensions, so as to avoid unnecessary talent loss (Song Junfeng, Li Fengling, 2017, p.5). The librarian can use the advantages of the library to work hard to improve the personal title, and use the opportunities to appoint or promote all colleges and universities to seek better development for themselves. Business learning, comprehensively improve your comprehensive quality, promote and promote the development of the library, keep pace with the times, and innovate.

The third guideline is to strengthen the career planning and guidance of the librarian. Through professional guidance, the librarian enhances the post awareness of the post, see the hope of personal career development, and further stimulates the enthusiasm of the librarian. " Management of staff career, establish a career-oriented

assessment and feedback mechanism, implement dynamic management in stages, design a variety of career development paths for librarians, and strive to match the business goals of the ambassador and the development goals of the organization (Liu Yajun, 2021, p.68). Under the premise of supporting organizational goals and organizational culture, participating in the career planning of each librarian, creating conditions for the development of the librarians, while meeting the needs of personal progress in employees and the construction of human resources in the organization, to achieve a win - win situation Essence.

### **Part 3: The Suitability and Feasibility of Guidelines for Improving the Human Resource Management in Libraries of Guangxi Universities.**

The researchers invited 15 experts to evaluate the guidelines for improving the human resource management in libraries of Guangxi universities. They have a deeper understanding of the human resource management and research. Based on Likert (1932)'s, the average data interpretation shows that the suitability and feasibility of strategies for improving human resource management in libraries of Guangxi universities in five aspects were at highest level with the values between 4.00 and 5.00, which means the guidelines for improving the human resource management in libraries of Guangxi universities are suitability and feasibility.

The university library introduced management theory into the human resource management of the library, formulates the corresponding personnel management policies and human resources strategies that meet its own development needs, and carries out human resource planning according to the strategy, realizes the optimal allocation of library human resources through a series of process operations, and optimizes and improves the work of the library. Through human resource management, the expertise and enthusiasm of librarians are fully brought into play, and they are ensured to be able to make the best use of their talents in the right positions, so as to cooperate with the corresponding management mechanism and form a comprehensive management system.

**The Guideline of Promoting Human Resource Planning** for improving the human resource management in libraries of Guangxi universities are suitability and feasibility. Among the 5 guidelines, the suitability and feasibility are all the highest

level. Promoting human resource planning is very necessary. It is of great significance to evaluate the existing human resources of the library and carry out effective analysis and planning to improve the quality of library services, improve the efficiency of human resources, promote the flow and development of talents, reduce the cost of human resources, and adapt to the needs of future development.

Feng Rong (2022, p.33-35). Library human resources planning is the library's common overall plan and development strategy, is to comprehensively analyze and determine the library's human resources needs, on the basis of formulating the library's specific development plan, mainly including standardized job analysis, regulation and control of human resources structure, the development of personal career planning.

Jing Cailing (2018, p.24) Through the investigation of the existing librarians, the current talent structure of the library is clarified from the aspects of gender, age and professional title of the personnel, and the detailed plan for personnel recruitment is formulated to improve the unreasonable structure of the library personnel.

**The Guideline of Improving Recruitment** for improving the human resource management in libraries of Guangxi universities are suitability and feasibility. Among the five guidelines, the suitability and feasibility are all the highest level. Among the six guidelines, the suitability and feasibility are all the highest level. Improving recruitment is very necessary. Recruitment is the primary way for libraries to acquire new staff. Through recruitment, the library can attract and select outstanding talents with professional knowledge and skills, and inject new vitality into the development of the library. Recruitment is also an important part of the library's human resource planning. Through recruitment, libraries can identify their own human resource needs, develop a recruitment plan that meets the needs of business development, and ensure that the right talent is selected.

Zeng Liqin (2022, p.61-63). University libraries should combine the needs of library development and construction under the new situation, based on the current situation of the team, analyze the talent needs of different positions in detail, focus on optimizing the team structure, formulate a talent recruitment plan, and introduce

talents in combination with the internal merit and external openness, so as to improve the effective allocation of talents and the basic quality of team building.

Shao Zhiqian (2019, p.14) proposed, strictly order to break the iron rice bowl situation, implement the employment system, implement a fair and just competition system for the existing staff, and select outstanding personnel for job selection, so that all staff can have the opportunity to enter and exit, and the job opportunities are also obtained by the employees' own efforts, and the relevant treatment standards can also have certain opportunities to strive for, so that more outstanding working talents can show their real talents. Finally, it is conducive to the formation of a talent selection mechanism full of vitality.

**The Guideline of Enhancing Training** for improving the human resource management in libraries of Guangxi universities are suitability and feasibility. Among the six guidelines, the suitability and feasibility are all the highest level. Enhancing training is very necessary. University library services should not only be strengthened at the level of librarian allocation, but also pay more attention to establishing and improving the professional training and continuing education system for librarians in the future, encourage librarians to "go out" for learning and exchange, and build a platform for librarians to learn and communicate with others. At the same time, it is also necessary to adhere to the strategy of "bringing in", invite outstanding library professionals at home and abroad to give guidance to librarians in combination with the actual situation of the library, and improve the comprehensive quality and professional skills of librarians.

Liu Hua (2021, p.59) Organizational training is also an important measure to enhance the competency of librarians, it is necessary to formulate a series of training programs according to the development strategy of the smart library, to better enhance the core wisdom service ability of librarians, to provide more help for the smart library, after the completion of the training, the corresponding training results can also be displayed, to reflect the effect of core competence reshaping, through the mutual comparison of group members, to speed up the process of core competence reshaping, to drive the enthusiasm of librarians, to provide opportunities for librarians' creativity.

Liu Yong (2019, p.114) believes that relevant managers can also carry out targeted development and training of library staff according to the actual situation of the university, and conduct training through the development of effective programs, which can include theoretical knowledge training and professional ethics, information technology operation management, service skills and other training content, or formulate training plans for a certain aspect, invite well-known experts to conduct sufficient guidance, and update the knowledge system and concept structure of library staff in a timely manner. It can also effectively facilitate the application of knowledge by librarians to practical work.

**The Guideline of Enhancing Performance Appraisal** for improving the human resource management in libraries of Guangxi universities are suitability and feasibility. Among the five guidelines, the suitability and feasibility are all the highest level. Enhancing performance appraisal is very necessary.

Library performance appraisal is an important part of library management, which is not only related to the work evaluation and motivation of librarians, but also affects the service level and resource utilization efficiency of the library. Do a good job in job analysis, establish an evaluation system at different levels, and formulate scientific performance evaluation standards and methods and specific quantifiable indicators, which can well ensure the comprehensiveness and fairness of the assessment. Paying attention to the implementation and tracking of performance appraisal and timely feedback on the evaluation results can continuously optimize and improve the performance appraisal process and mechanism.

Tian Lijuan (2022, p.11) The construction of a scientific assessment and incentive mechanism can improve the efficiency of human resource management in the library, link the work performance with the salary level, stimulate the enthusiasm of librarians, and promote the improvement of their comprehensive quality. Pay attention to assessment feedback and make scientific use of assessment results. Continuously excavate the application of assessment results, pay attention to the feedback of assessment results, so that librarians can be more clear about their own shortcomings, take the initiative to improve performance, ensure the vitality of the workforce, and promote the healthy development of library management.

Hou Lili (2021, p.57-59) The performance appraisal mechanism is innovated, and the items and contents of the appraisal are added, and the librarians can be assessed from three aspects: first, self-assessment and evaluation, and the self-assessment and evaluation materials submitted by the librarians are used as one of the bases for the final performance appraisal; The second is the evaluation of library users, which uses the evaluation materials submitted by users on the Internet as a reference content to judge the performance and work ability of librarians; The third is to organize evaluations to evaluate the performance of librarians and other contents. The evaluation content of the three aspects is comprehensively considered, so as to obtain the final performance of the librarians, and the outstanding librarians will be rewarded accordingly, which will better stimulate the enthusiasm of the librarians, stimulate the creativity of the librarians from the side, and better improve the work ability of the librarians.

**The Guideline of Improving Career Development** for improving the human resource management in libraries of Guangxi universities are suitability and feasibility. Among the six guidelines, the suitability and feasibility are all the highest level. Improving career development is very necessary. The main work content of library practitioners is related to library management, reading services, information retrieval, etc., and they have a certain degree of professionalism and stability in the professional field of library. At the same time, with the advent of the digital information age, librarians need to continuously learn and improve their information technology capabilities to adapt to the development requirements of informatization and digitalization. A librarian's career development is an ongoing process that requires continuous learning and improvement. By continuously improving their professionalism and service capabilities, as well as paying attention to industry trends, librarians can better cope with the challenges and opportunities of career development.

Cui Fang (2016) Through the career planning of librarians, we can better combine the ability and development potential of librarians with the positions of the library, consider the changes in the librarian's own situation and environment, organically combine the rotation, promotion, salary and reward system and evaluation

of librarians, and evaluate the comprehensive development of employees in the library, so that managers can consider the development of employees in the organization will be more comprehensive and systematic, pay attention to the career planning of librarians, give librarians a good working environment, and give librarians a benign development space. Respecting and trusting them is undoubtedly an effective measure to retain talent.

Gu Rong (2017, p.36) The attention should be paid to the career development planning of librarians. In the past, libraries were considered to be unskilled and idle, which led to some librarians lowering their own requirements and neglecting career planning, so that they lost their work goals and were uncompetitive in the workplace. However, with the advent of the digital age, more and more high-level and highly educated professional and technical personnel have joined the ranks of librarians, and working in the library no longer means retirement in advance, but the starting point for engaging in the integration of emerging technologies into traditional culture.

## **Recommendations**

The research results showed that the recommendations about guidelines for Improving the human resource management in libraries of Guangxi universities are as follows:

### **Human Resource Planning**

Assess the current human resource situation: This includes an assessment of the library's current staff, capacity, experience, education, age, etc. Understanding the existing human resources situation is the basis for effective human resources planning. This can help libraries identify what type of talent they need and the skills and experience they need. Based on the results of demand analysis, formulate corresponding human resource planning strategies, including recruitment plans, training plans, promotion plans, etc.

### **Recruitment**

The library needs to recruit a variety of professionals, including library science, information science, archival science, library and information science and other majors. These professionals can provide specialized knowledge and skills to provide better

services to libraries. Promoting knowledge dissemination: Libraries, as important institutions for knowledge dissemination, need to promote knowledge dissemination by recruiting professionals. In this way, we can better understand the needs of readers, better organize, classify and recommend library materials, and help readers better acquire knowledge.

### **Training**

Library training helps to improve the professional skills and knowledge of librarians. With the development of science and technology, the operation and service of libraries are gradually moving towards informatization and digitization. Librarians can better understand the needs of readers, master the skills and methods of communication with readers, and improve service awareness and professionalism. In practical application, library training can take a variety of forms. Choosing the appropriate training form according to the actual situation can make the training effect more significant.

### **Performance Appraisal**

Through performance appraisal, librarians can clarify their work goals and responsibilities, understand their shortcomings and advantages in their work, so as to stimulate their work enthusiasm and initiative. Improving the quality of library services. Performance appraisal can prompt librarians to pay more attention to the library's reader service work, provide better services. It is an effective management tool, through the formulation of clear standards and rules, the evaluation and assessment of the work of librarians, is conducive to the realization of the standardization, scientific and refinement of library management.

### **Career Development**

Libraries can help librarians develop their professional knowledge and skills by hosting various forms of training and educational activities, such as lectures, seminars, and online courses. The library can provide career development plans for employees, and libraries can participate in or initiate cooperation and exchange activities with other libraries or institutions, so that librarians have the opportunity to contact and learn from the advanced experience and professional knowledge of other institutions.

## Future Researches

After completing the research, I had a deep understanding of the human resource management in libraries of Guangxi universities, and put forward five guidelines for the human resource management in libraries of Guangxi universities: promoting human resource planning, improving recruitment, strengthening training, improving performance appraisal and improving career development. This study has accumulated a good foundation, but due to the limitations of the researchers' own knowledge and level. The construction of a smart library. It is the transformation and upgrading of the library in the new generation of information technology environment, is an important change to meet the development of the times, the high development of the network information industry has bred the foundation for the development of the wisdom library, the transformation of digital technology and the emergence of the cluster service platform, the wisdom library has new service functions that can meet the needs of readers. With the rapid development of digital and network technology, university libraries are facing tremendous pressure for change. The university library of the future may no longer be a physical building, but a virtual information space where students can access a variety of academic resources through the Internet. In addition, emerging technologies such as artificial intelligence and big data also provide libraries with new possibilities such as personalized services and intelligent recommendations. The role of culture and education. Despite the changes in technology and the environment, the role of university libraries as important places of culture and education has not changed. In the future, university libraries need to continue to emphasize core values such as cultural inheritance and information literacy education.

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## Appendix

## Appendix A

### List of Specialists and Letters of Specialists Invitation for IOC Verification

**List of Specialists and Letters of Specialists Invitation  
for IOC Verification**

<b>Serial Number</b>	<b>Name (Title)</b>	<b>The Sample Group</b>
1	Professor Dr.He Zubin	Guangxi Normal University
2	Professor Dr.Xia Qiuyu	Guangdong Ocean University
3	Professor Dr.Huang Hua Lingnan	Normal College
4	Professor Dr.Li Chunling	Zhejiang Institute of Foreign Languages
5	Professor Dr.Zhou Feng	Guangdong No.2 Teachers College

## Appendix B

### Official Letters



Ref.No. MHESI0643.14/460

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to validate research instrument

Dear Professor Dr. He Zubin, Guangxi Normal University

Miss Lin Lin is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guidelines for the Development of Financial Aid Education in Universities in Guangxi"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research instrument.

With your expertise, we would like to ask your permission to validate the attached research instrument. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

(Assistant Professor Dr.Kanakorn Sawangcharoen)  
Dean of Graduate School

Bansomdejchaopraya Rajabhat University  
Tel.+662-473-7000  
[www.bsru.ac.th](http://www.bsru.ac.th)  
E-mail: [grad@bsru.ac.th](mailto:grad@bsru.ac.th)



Ref.No. MHESI 0643.14/461

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to validate research instrument

Dear Professor Dr. Huang Hua Lingnan Normal College

Miss Lin Lin is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guidelines for the Development of Financial Aid Education in Universities in Guangxi"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research instrument.

With your expertise, we would like to ask your permission to validate the attached research instrument. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

(Assistant Professor Dr.Kanakorn Sawangcharoen)  
Dean of Graduate School

Bansomdejchaopraya Rajabhat University  
Tel.+662-473-7000  
[www.bsru.ac.th](http://www.bsru.ac.th)  
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Ref.No. MHESI0643.14/462

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to validate research instrument

Dear Professor Dr. Li Chunling Zhejiang Institute of Foreign Languages

Miss Lin Lin is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guidelines for the Development of Financial Aid Education in Universities in Guangxi"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research instrument.

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Sincerely,

(Assistant Professor Dr.Kanakorn Sawangcharoen)  
Dean of Graduate School

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Ref.No. MHESI0643.14/463

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to validate research instrument

Dear Professor Dr. Xia Qiuyu Guangdong Ocean University

Miss Lin Lin is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guidelines for the Development of Financial Aid Education in Universities in Guangxi"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research instrument.

With your expertise, we would like to ask your permission to validate the attached research instrument. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

(Assistant Professor Dr.Kanakorn Sawangcharoen)  
Dean of Graduate School

Bansomdejchaopraya Rajabhat University  
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Ref.No. MHESI 0643.14/464

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to validate research instrument

Dear Professor Dr. Zhou Feng Guangdong No.2 Teachers College

Miss Lin Lin is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitled "Guidelines for the Development of Financial Aid Education in Universities in Guangxi"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research instrument.

With your expertise, we would like to ask your permission to validate the attached research instrument. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

(Assistant Professor Dr. Kanakorn Sawangcharoen)  
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Ref.No. MHESI 0643.14/474

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to evaluate the guideline

Dear Baise University

Mrs.Lin Lin is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guidelines for Improving the Human Resource Management in Libraries of Guangxi Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research.

With your expertise, we would like to ask your permission to evaluate the attached guideline. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

(Assistant Professor Dr.Kanakorn Sawangcharoen)  
Dean of Graduate School

Bansomdejchaopraya Rajabhat University  
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[www.bsru.ac.th](http://www.bsru.ac.th)  
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Ref.No. MHESI 0643.14/475

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to evaluate the guideline

Dear Guangxi Arts University

Mrs.Lin Lin is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guidelines for Improving the Human Resource Management in Libraries of Guangxi Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research.

With your expertise, we would like to ask your permission to evaluate the attached guideline. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

(Assistant Professor Dr.Kanakorn Sawangcharoen)  
Dean of Graduate School

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Ref.No. MHESI 0643.14/476

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to evaluate the guideline

Dear Guangxi Minzu University

Mrs.Lin Lin is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guidelines for Improving the Human Resource Management in Libraries of Guangxi Universities"

The thesis adversity committee has considered that you are an expert in this topic. Your recommendations would be useful for further improvement of this research.

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Sincerely,

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Dean of Graduate School

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Ref.No. MHESI 0643.14/477

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to evaluate the guideline

Dear Guangxi Polytechnic of Construction

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Bansomdejchaopraya Rajabhat University  
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22 January 2024

RE: Invitation to evaluate the guideline

Dear Guangxi University of Finance and Economics

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Ref.No. MHESI0643.14/479

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1061 Itsaraparb Hirunrujee  
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22 January 2024

RE: Invitation to evaluate the guideline

Dear Guangxi University of Science and Technology

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Ref.No. MHESI 0643.14/480

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Thonburi Bangkok 10600

22 January 2024

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Ref.No. MHESI 0643.14/481

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to evaluate the guideline

Dear Guangxi Vocational University of Agriculture

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Ref.No. MHESI 0643.14/482

Bansomdejchaopraya Rajabhat University  
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Thonburi Bangkok 10600

22 January 2024

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Ref.No. MHESI 0643.14/483

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Thonburi Bangkok 10600

22 January 2024

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Ref.No. MHESI 0643.14/484

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

22 January 2024

RE: Invitation to evaluate the guideline

Dear Yulin Normal University

Mrs.Lin Lin is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guidelines for Improving the Human Resource Management in Libraries of Guangxi Universities"

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Ref.No. MHESI0643.14/465

Bansomdejchaopraya Rajabhat University  
1061 Itsaraparb Hirunrujee  
Thonburi Bangkok 10600

22 January 2024

RE: Request for Data Collection

Dear Baise University

Mrs.Lin Lin is a graduate student in Doctor of Philosophy Program in Educational Administration of Bansomdejchaopraya Rajabhat University. She is undertaking research entitle "Guidelines for Improving the Human Resource Management in Libraries of Guangxi Universities"

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With your expertise, we would like to request to collect the data to be used in the research. Would like to avail ourselves of this opportunity to express our sincere thanks and appreciation for your help.

Sincerely,

A handwritten signature in blue ink, appearing to be 'K' followed by a stylized flourish.

(Assistant Professor Dr.Kanakorn Sawangcharoen)  
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Ref.No. MHESI 0643.14/466

Bansomdejchaopraya Rajabhat University  
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22 January 2024

RE: Request for Data Collection

Dear Guangxi Arts University

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Ref.No. MHESI 0643.14/467

Bansomdejchaopraya Rajabhat University  
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Thonburi Bangkok 10600

22 January 2024

RE: Request for Data Collection

Dear Guangxi Minzu University

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22 January 2024

RE: Request for Data Collection

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22 January 2024

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Ref.No. MHESI0643.14/472

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## Appendix C

### Research Instruments

## 1. Survey Questionnaire

**Survey Questionnaire on the guidelines for improving the human resource management in libraries of Guangxi universities.**

### Instructions:

In order to understand the current situation of the human resource management in libraries of Guangxi universities, and guidelines for improving the human resource management in libraries of Guangxi universities, a questionnaire survey on the guidelines for improving the human resource management in libraries of Guangxi universities will be conducted. Each question and answer in this questionnaire is not right or wrong, and the answers you provide will only be used for overall statistical analysis. They will never be processed or publicly released individually, and the information will be kept strictly confidential and not disclosed to anyone. You do not need to provide your personal name when filling out the questionnaire. Please feel free to answer the questions.

### Part 1: Respondent Status (Personal Information)

#### 1. Schools:

- ☐ Guangxi University of Finance and Economics
- ☐ Guangxi University
- ☐ Guangxi Arts University
- ☐ Guangxi Polytechnic of Construction
- ☐ Baise University
- ☐ Guangxi University of Science and Technology
- ☐ Guangxi Vocational University of Agriculture
- ☐ Guangxi Minzu University
- ☐ Yulin Normal University
- ☐ Hechi University

#### 2. Gender

- ☐ Male
- ☐ Female

## 3. Age:

- ☐ 25 years old or below
- ☐ 26 to 35
- ☐ 36 to 45
- ☐ 46 to 55
- ☐ 56 years old or up

## 4. Education:

- ☐ Bachelor degree or less
- ☐ Bachelor degree
- ☐ Master's degree
- ☐ Doctoral degree

## 5. Position:

- ☐ None
- ☐ Teaching assistant
- ☐ The lecturer or Assistant Professor
- ☐ Associate professor
- ☐ Professor

## 6. Experience:

- ☐ within 5 year
- ☐ 5 to 10 years
- ☐ 11 to 15 years
- ☐ 16 to 20 years
- ☐ More than 20 years

## Part 2: Questionnaire

No.	Dependent Variable Name	5	4	3	2	1
	<b>Human Resource Planning</b>					
1	Administrators point out it is the basis of all human resource management activities of university libraries.					
2	Administrators believe affects the overall human resource management effectiveness of the library.					
3	Administrators develop strategic planning, organizational planning, system planning, personnel planning and cost planning.					
4	Administrators confirm libraries are knowledge-intensive.					
5	Administrators evaluate and analyzes the existing talent structure and the required knowledge structure.					
6	Administrators use scientific methods to organize and design library human resource planning.					
7	Administrators complete the functional planning of the acquisition, allocation, and use of human resources.					
8	Administrators formulate systematic and overall human resources supply and demand plan.					
9	Administrators incorporate the improvement of librarian quality into the library's long-term plan.					
10	Administrators attach importance to the introduction of high-level talents and business leaders.					

No.	Dependent Variable Name	5	4	3	2	1
11	Administrators strengthen the training of existing librarians and strengthens the construction of talent team, and provides assistance for the management of human resources in the library.					
	<b>Recruitment</b>					
1	Administrators set recruitment requirements according to the needs of the library's development.					
2	Administrators recruit librarians in accordance with the rules of the talent market and the requirements.					
3	Administrators use all available means and media to release recruitment information to the target group.					
4	Administrators recruit and hire the librarians needed by the library according to certain standards.					
5	Administrators emphasize that recruitment is the first step in acquiring human resources for libraries.					
6	Administrators regard recruitment as the basis for talent selection.					
7	Administrators have an in-depth understanding of the overall picture of human resources.					
8	Administrators compare and analyze relevant job positions and librarian quality.					
9	Administrators develop a systematic and scientific job system and job responsibilities.					
10	Administrators recruit librarians according to the actual needs of the position and optimize the					

No.	Dependent Variable Name	5	4	3	2	1
	human resource structure.					
11	Administrators analyze the recruit including environmental factors, age, knowledge structure, physical fitness, psychological quality, work experience, business ability.					
12	Administrators make a good job of scientific planning.					
13	Administrators ensure that recruiters are properly structured and improve the level of information services.					
	<b>Training</b>					
1	Administrators train them through skill development, training and improvement, observation and learning.					
2	Administrators enable librarians to master relevant work skills and improve their personal qualities.					
3	Administrators focus on the strategic height of sustainable development of human resources.					
4	Administrators develop practical short-, medium- and long-term training plans					
5	Administrators organize training for librarians.					
6	Administrators carry out various types of training oriented to career development.					
7	Administrators encourage librarians to participate in on-campus and off-campus training.					
8	Administrators consider the internal development needs of the library and the personal development needs of librarians.					

No.	Dependent Variable Name	5	4	3	2	1
9	Administrators adopt internal training, academic education, expatriate learning, conference exchange and self-study training.					
10	Administrators establish a complete training system.					
11	Administrators make up for the lack of professional knowledge of some librarians.					
12	Administrators develop librarians' knowledge and technological innovation.					
13	Administrators enhance librarians' sense of belonging and responsibility to the library.					
14	Administrators optimize the knowledge structure and talent structure of the library.					
	<b>Performance Appraisal</b>					
1	Administrators conduct performance appraisals based on established strategic objectives.					
2	Administrators use scientific qualitative and quantitative methods and specific criteria.					
3	Administrators analyze and evaluate librarians' performance and work effectiveness.					
4	Administrators give feedback on the assessment results to the librarians.					
5	Administrators guide librarians' later work behavior and work performance.					
6	Administrators regard performance appraisal as the core part of performance management.					
7	Administrators think performance appraisal can accurately identify and effectively distinguish librarian performance.					

No.	Dependent Variable Name	5	4	3	2	1
8	Administrators provide the basis for the application of incentive mechanisms.					
9	Administrators evaluate librarians' year-end performance and summarize them as a basis.					
10	Administrators combine with morality, ability, diligence and performance.					
11	Administrators establish a scientific performance appraisal system to stimulate the enthusiasm of librarians.					
12	Administrators evaluate the effectiveness of librarians.					
13	Administrators analyze performance appraisal and are an important basis for ensuring the development of libraries.					
14	Administrators unleash the potential of librarians.					
15	Administrators analyze performance appraisal is an important way for library human resource management.					
	<b>Career Development</b>					
1	Administrators help librarians acquire the knowledge and skills they need for their jobs.					
2	Administrators carry out developmental training and education on human resources in terms of knowledge, ability and technology.					
3	Administrators focus on stimulating the inner potential and motivation of librarians.					
4	Administrators enable librarians to better serve the organization and improve themselves at the same time.					

No.	Dependent Variable Name	5	4	3	2	1
5	Administrators develop a complete career development plan to increase librarians' motivation to work.					
6	Administrators enhance coordination and cooperation among librarians and community cohesion.					
7	Administrators want to achieve a win-win goal for librarians and libraries to grow together.					
8	Administrators use professional development to motivate librarians while preventing brain drain.					
9	Administrators emphasize the assumption and planning to realize the self-worth of librarians and achieve their career goals.					
10	Administrators identify this as an integrated management process of execution, evaluation, and feedback.					
11	Administrators provide librarians with appropriate roles and opportunities and put them at the center.					
12	Administrators help realize the value of librarians' lives.					

## 2. Interview Outline

### Guidelines for Improving the Human Resource Management in Libraries of Guangxi Universities

#### Instructions:

The interviewees in this research were 10 libraries in public universities of Guangxi. The qualifications of interviewees are as follows: 1) Have at least 3 years of experience in university library management, 2) They voluntarily agreed to participate and agree to record their semi-structured interviews, 3) They are willing to review interview records and provide verification, 4) Bachelor's degree or above.

#### Part 1: Respondent Status (Personal Information)

1. Name (Interviewee):
2. Position:
3. School:
4. Date of Interview:
5. Length of interview:

## Part 2: Interview Outline

Content	Question
<b>Human Resource Planning</b>	1.What is the current status of your university library's human resources supply and demand plan? What are your thoughts and insights on improving library human resource planning?
<b>Recruitment</b>	2.What is the current situation of human resource supply and demand in your university library? What are your thoughts and insights on improving library human resource planning?
<b>Training</b>	3.What is your opinion on whether the library's current training system is in place? Do you have better countermeasures and suggestions for the content and system construction of training?
<b>Performance Appraisal</b>	4.Does your school's library use a standard, scientific approach to performance appraisal? Regarding the performance appraisal of the library, how do you think it should be better formulated and implemented?
<b>Career Development</b>	5.How well do you think librarians fit into the job and job opportunities? What advice do you have for librarian career development?

### Part 3: Interview content

The research team conducted 20 interviews. Each interview was conducted one-on-one in a more private location where others could not overhear the conversation, ensuring that the interviewees were not disturbed by other factors.

The Interview is as follows:

**Question 1: What is the current status of your university library's human resources supply and demand plan? What are your thoughts and insights on improving library human resource planning?**

**Interviewer 1:** Due to the constraints of funding and the orientation of discipline construction, the supply and demand plan of human resources in the library is not on the agenda for the time being. Of course, in order to meet the requirements of the new era of talent training, future learning centers and the construction of smart libraries, the construction of library human resources also needs to be reasonably promoted through other ways, such as: Encourage existing talents to participate in the business training of relevant departments. Pursue a degree to enhance theoretical and operational skills. Invite experts in the industry to give special reports to the school. Adopt appropriate ways to communicate with university libraries inside and outside the region, learn new practices and good experiences, and continuously improve service capabilities and levels.

**Interviewer 2:** I think there is an imbalance between the supply and demand of human resources in university libraries, with the development of information technology, traditional librarians are in a relatively saturated state, while librarians with information technology are in a relatively short state. Job analysis is the basis of human resource planning in the library, which helps to understand the responsibilities, work characteristics and requirements of each position, so as to determine the quality and quantity of personnel required for the post. In the job analysis, we should have an in-depth understanding of job responsibilities, workload, working environment, etc., and formulate a detailed job description to provide a basis for recruiting and selecting suitable talents.

**Interviewer 3:** I think that the current supply and demand of human resources in libraries is not good, and there is a lack of library and information professionals, which makes it difficult to provide professional support for the future development of libraries. In my opinion, with the rapid update of information technology and the increasingly diverse needs of readers, libraries should: establish a flexible staff deployment mechanism to cope with the development of the times, rather than a fixed post for life. Strengthen cooperation with universities and research institutions, and attract more professionals to join the library industry. The training of librarians should be strengthened, professional skills and service levels should be improved, a cultural atmosphere of continuous learning should be established, and staff should be encouraged to learn and innovate independently in combination with salary incentive policies.

**Interviewer 4:** I think that the current professional structure of human resources in the library is unreasonable, the development of talent construction is uneven, and the fault line of some graphic professionals is prominent, and a reasonable talent echelon has not been formed. It is prominently manifested in the limited number of highly educated personnel with a background in library and information technology or information technology-related disciplines, and the scarcity of high-quality compound talents to meet the needs of the new era. Personally, I believe that the human resource planning of libraries should have long-term considerations, and the development of libraries should precede the development of schools in order to provide services for the development of disciplines and professions. According to the requirements of each position, the internal and external librarians should be reasonably planned and allocated, and the value of talents should be maximized and the waste of human resources should be avoided.

**Interviewer 5:** I think there is an imbalance in the current planning of human resources supply and demand in libraries, and there are still big shortcomings. The main measures are as follows: Strengthen demand forecasting and planning: through the analysis of library use and service needs, taking into account the changes in the demand for human resources in different time periods and types of activities, in order to make more effective planning. Strengthen librarian training and development

planning: increase the construction of professional talents, establish a continuous training plan, and help staff continuously improve their skills and adapt to new technologies. Strengthen technical support and innovation planning: Leverage modern technology and digital tools to optimize library operations and service experience. Introduce automation and intelligence to free up staff time and energy to focus more on providing high-quality service and support.

**Interviewer 6:** Our library makes a recruitment plan every year, but each time it is not approved by the school, so the human resource planning cannot be realized as expected. In addition, the staff structure of the library was imperfect, and there was a serious shortage of professionals. The suggestion is to have a human resources plan in place and try to add as many professional librarians as possible. Such as: According to the content and needs of the work that should be completed, the number of positions and personnel should be scientifically and reasonably allocated. Inventory of human resources on the quality, quantity and structure of the library's internal talent scientific qualitative and quantitative analysis. The position setting should be effectively planned in accordance with the "high-quality, efficient, and on-demand posts", which not only pays attention to the actual future, but also provides reasonable space for the growth of existing talents and the introduction of talents. Establish a scientific and reasonable human resources evaluation system and implement quantitative assessment. According to the requirements of the post for personnel in terms of knowledge, skills, personality, etc., design the personnel evaluation index.

**Interviewer 7:** There are large vacancies and imbalances in the current human resources supply and demand plan of university libraries. Measures: Determine future human resource needs by assessing the current status and future trends of library services, including the number of users, types of services, technological developments, etc. Review the skills, experience, and workload of existing librarians through an assessment of existing human resources to determine if additional recruitment or internal training is needed. Anticipate the number of librarians who are retiring or potentially leaving so you can plan ahead to fill vacancies. Plan human resources according to the library's budget constraints and ensure the feasibility of recruitment and training programs.

**Interviewer 8:** I think that the current human resource planning of the school library is not scientific and reasonable, and most of the librarians are non-situation-related professionals, and there are big deficiencies in business and skills. The recommended measures are as follows: 1. Collecting and analyzing data on the use of library services, as well as data on librarians' workload and productivity, can help library managers make more informed human resource planning decisions. 2. Develop a long-term human resource plan while maintaining some flexibility to be able to quickly adapt to changes in technology, changes in service needs, or other contingencies. 3. With the digitization and diversification of library services, human resource planning should take into account the cultivation and introduction of diversified technical skills, data analysis skills and communication skills of librarians as much as possible. 4. Encourage and support librarians to engage in continuing education and professional development activities to keep their professional knowledge and skills up to date.

**Interlocutor 9:** Libraries lack long-term planning for human resource management. Insufficient attention is paid to the job training of librarians, and the management principle corresponding to the energy level cannot be correctly applied, that is, talents are put into the corresponding positions according to people's abilities. There are widespread erroneous phenomena such as no distinction between energy levels, dislocation of ranks and posts, management imbalances, and the appointment system in name only, and there is a lack of competition and incentive mechanisms in the true sense, and the standardized systems for human resources training, stability, and performance appraisal are also insufficient. You can do the following: Predict possible changes in service demand in the future through market trend analysis, user research, etc., and adjust human resource planning accordingly. Cross-departmental cooperation to jointly develop cross-skilled teams to improve work efficiency and service quality. Leverage artificial intelligence, automation tools, and other technologies to optimize library workflows, reduce repetitive work, and give librarians more time to focus on high-value services and activities. Consider implementing flexible work arrangements to attract more talent and increase employee job satisfaction. Create an organizational culture that supports innovation, encourages learning and personal growth, and attracts and retains outstanding librarians.

**Interviewer 10:** The library failed to carry out reasonable human resource management, insisted on people-centeredness, and did not make enough efforts to regard librarians as the main body of the library. Human resources are not a good basis for libraries to formulate development strategies and development plans. In addition, the development of individual librarians, the close integration of individual librarians with the development of libraries, and the provision of appropriate jobs based on the expertise, competence and knowledge structure of individual librarians are far from sufficient. For improving the human resource planning of university libraries, there are some measures: conduct a comprehensive assessment of human resource needs, including the demand and types of various positions. Establish a robust recruitment, selection and training mechanism to ensure that the right talent is recruited for the position and provide them with continuous professional development and growth opportunities. Pay attention to the working environment and welfare of librarians, provide good working conditions and welfare guarantees for employees, motivate them to give full play to their potential, and improve their work enthusiasm and satisfaction. Introduce advanced information technology and management tools to improve work efficiency and service quality, and realize scientific and intelligent human resource planning. Establish a sound performance evaluation system, conduct timely and fair evaluation of employees' performance, motivate outstanding employees, and promote the improvement of the overall team.

**Interviewer 11:** At present, schools usually put forward the initial employment needs of the library first, and then the school makes overall planning according to the overall human resources needs and financial conditions. The human resource planning of the library should follow the principle of total control, the principle of strict control of the number of posts, and the principle of internal inventory. Recommendations: Understand the current supply of talent in the market, including educational background, skills shortages, and competitive environment. Develop a recruitment strategy, including recruitment channels, selection criteria, and timelines, to attract the right candidates. Design librarian development plans and career paths to improve librarian satisfaction and retention. Establish a performance management system, regularly evaluate the performance of librarians, and ensure the effective use of human

resources. Regularly review and update the human resource supply and demand plan to adapt to the changing environment and needs.

**Interviewer 12:** At present, the human resource planning of school libraries is relatively good, and libraries usually take into account future development and change trends, such as the application of digital technology, the development of subject specializations, etc., to predict future human resource needs, so that they can better carry out personnel recruitment, training and retention plans to meet the development needs of libraries. Suggestions: Formulate human resource planning in combination with the development strategy of the library to ensure the stability and competitiveness of the talent team. Fully recognize the key role of human resources in the development of libraries, and pay attention to the cultivation and introduction of talents. Optimize the allocation of human resources and realize the reasonable flow and optimal combination of internal human resources. Conduct regular business training for librarians to improve their professional quality and service ability. Pay attention to the career development of librarians, establish and improve incentive mechanisms, and mobilize work enthusiasm. Strengthen cooperation with other departments in the university to realize the sharing and integration of campus human resources.

**Interviewer 13:** Currently, the library's human resource planning is aligned with the library's strategic development goals. When formulating human resources planning, the Library will give full consideration to its long-term development goals to ensure that the allocation of human resources is in line with the strategic development direction of the Library. Suggestions: Pay attention to the professional quality and skill improvement of librarians. Regular training and refresher courses are conducted to enhance the professional knowledge and skills of librarians. In addition, librarians are encouraged to participate in academic seminars and research projects in order to keep abreast of the latest scholarly developments and library development trends. Pay attention to the introduction and training of talents. Actively recruit talents with professional background and work experience, and provide them with good career development space. At the same time, the cultivation of internal talents should be strengthened, and the enthusiasm and creativity of librarians should be stimulated

through job rotation and promotion mechanisms. Pay attention to the performance evaluation and incentive mechanism of librarians, establish a sound performance evaluation system, and conduct objective and fair evaluation of librarians' work performance. Based on the results of performance evaluations, librarians are provided with corresponding rewards and incentives to stimulate their enthusiasm and sense of belonging. Emphasize team building and cultural construction. Focus on cultivating the team spirit and cohesion of librarians, and enhance the communication and cooperation among librarians by organizing various cultural activities and team building activities. Strengthen its own cultural construction, establish a good image and brand value, and enhance its influence in universities and society.

**Interviewer 14:** My college library pays more attention to the current status of human resources supply and demand. The library will analyze human resources on a regular basis to evaluate the current staffing and work pressure to determine whether it is necessary to increase or adjust human resources. Suggestions: In - depth analysis of the current human resources status of the library, including the number of employees, professional background, skills level, work satisfaction, etc. At the same time, according to the strategic development goals of the library, the future human resources needs are predicted, including new post settings, types of talent, quantity, etc. According to the analysis of the human resources demand, formulate a recruitment plan to actively attract talents with relevant professional backgrounds and skills. During the selection process, we should pay attention to the comprehensive quality, professional skills and professional development willingness of the candidates to ensure that the selected persons can meet the needs of the library. According to the librarian's career development planning and actual needs, formulate training plans, provide various training courses, and improve employees' professional skills and quality. At the same time, libraries should also encourage employees to participate in academic seminars, research projects and other activities in order to understand the latest academic dynamics and library development trends in a timely manner. According to the performance and contribution of the librarian, establish a reasonable incentive mechanism, including salary, bonuses, and promotion. At the same time, the establishment of a scientific performance evaluation system is established to

objectively and fair evaluation of employees' work performance, and provide a basis for employees' promotion and training. Through reasonable incentive mechanisms and performance evaluation systems, employees' enthusiasm and creativity. Pay attention to the spirit and cohesion of the team's team cooperation, and strengthen exchanges and cooperation by organizing various team activities and training courses. At the same time, strengthen its own cultural construction, establish a good image and values, and enhance the sense of belonging and loyalty of libraries.

**Interviewer 15:** At present, the current status of human resources is that the structure of the librarians is seriously unreasonable. Gender is concentrated in women. The age structure is aging and aged, the level of education is low, the degree of professionalization is not high, and it is difficult to have autonomy in the use of library talents recruitment. Power sometimes needs to resetting various types of schools. This makes the function of the library's functions and future development. Measures: Clarify their own human resources needs and supply, including the number of employees, quality, abilities, training and occupational development. This requires the library to formulate a human resources strategy that meets its own development needs and carry out human resources planning according to strategy. Formulate a suitable recruitment plan based on business needs and human resources strategies, and recruit through various channels to attract outstanding talents. During the selection process, scientific methods and procedures should be adopted to ensure selection of truly suitable talents. Pay attention to the training and development of librarians, and improve professional skills and service levels through regular training and education. Library should also provide librarians with opportunities for career development and encourage employees to grow and develop. Establish an effective incentive mechanism to stimulate the enthusiasm and creativity of the librarian, including the salary system, the award system, and the promotion system. The design of these systems should fully consider the personal needs and value of the librarians to stimulate the enthusiasm and creativity of employees. Promote the management of the person's ability, attach importance to the growth and development of the librarian, pay attention to the work and life of the librarian, and enhance the loyalty and loyalty of the librarian. Create a good working atmosphere and promote exchanges and cooperation between libraries.

Establish a sound human resources information management system, including the basic information, work experience, training records, performance evaluation, etc. Through this system, the library can fully understand the situation of the library and provide data support for human resources planning. Regularly evaluate and optimize the plan. This requires the library to pay close attention to the changes in the internal and external environment, and adjust the human resources strategy and planning in a timely manner to meet the needs of business development.

**Interviewer 16:** Our school library will determine the human resources demand for libraries in the next period of time based on its own strategic goals and development plans. Investigate and evaluate existing human resources to understand the structure of personnel structure and the talent gap. After the evaluation, the human resources recruitment, training and incentive plan are formulated. The library personnel are planned as a whole, then selected and admitted, and finally cultivated more qualified libraries to ensure the plan for assessment incentives, control the coordination of engineering, and ensure that all librarians can quickly develop their personal career, improve their work performance, and improve their work performance To create a harmonious and harmonious atmosphere for it, it can mobilize its enthusiasm to the greatest extent and improve the quality and efficiency of work. To this end, it will build a reasonable human resource allocation model for college libraries, and innovative measures in the selection, use and performance evaluation and incentive mechanism of libraries. Key

**Interviewer 17:** Under the new situation, the external and internal environment of college libraries has changed greatly. The human resources planning of the current library is still unreasonable and urgent to improve, and it is particularly important to establish a sound human resource management system. Therefore, we must pay attention to optimizing human resources and paying attention to reasonable allocation. Combined with the selection mechanism of the librarian, the professional access, qualification identification, salary management, performance assessment, promotion rewards and other systems, propose the professional knowledge requirements and comprehensive quality requirements of the librarian, implement institutional evaluation and evaluation and spiritual reward mechanism to provide

various types Disciplines and various types of vocational training give libraders to realize their own value and talent to perform talents.

**Interviewer 18:** Our college libraries are reasonable to formulate human resources supply and demand plans, but the plan is difficult to implement. Promoting library human resources planning is the key to ensuring that libraries can efficiently and effectively serve readers. The suggestion is: 1. You need to clarify the mission and goals of the library, which will provide direction for human resources planning. 2. We must provide a platform for continuous training and development. With the rapid development of technology and changes in information needs, library employees need to continue to learn and update their knowledge. Provide regular training and development opportunities to ensure that they can keep up with the latest trends and needs. 3. Pay attention to employee benefits and satisfaction. Provide competitive salary and benefits, as well as a good working environment, helps improve employees' work satisfaction and loyalty.

**Interviewer 19:** I think the human resources planning of the library is unreasonable. The age and gender configuration ratio of the library is unreasonable. In addition, other departments who are about to retire their retirement, high school institutions to absorb the "relational households" of the family members of high -end talents or leaders. This informal talent introduction method has seriously affected the planning of library human resources. Standardize and plan the work of the librarian. Regulate human resources structure. Do a good job of helping and guiding personal career planning for the librarian.

**Interviewer 20:** Our current situation is that the human resources planning of the library is unreasonable and unbalanced. The school attaches great importance to the construction of teaching and research teams, and often formulates the development plan of teachers and scientific research teams. It also does not hesitate to recruit and cultivate teaching and research talents. Managers have not placed libraries in important positions. They do not pay attention to the human resources of the library Planning does not pay attention to human resources allocation. It is necessary to closely integrate the strategic goals and development planning of the library to ensure that human resources planning is consistent with the development direction of the library.

Pay attention to cultivating diverse talent teams, including personnel with different backgrounds, expertise and skills to meet the increasingly diverse service needs of the library. Actively carry out training and performance assessment, improve personnel's professional literacy and work ability, and continuously improve the service quality and efficiency of libraries. 4. To strengthen cooperation with other departments and institutions, share human resources, and realize the optimization allocation of resources. 5. Pay close attention to the flow of talents and market changes, adjust human resources planning in a timely manner, and flexibly adapt to changes in the external environment. 6. Provide a clear career development path to the librarian to help them plan their future careers, which will help improve employees' work satisfaction and retention rate.

**Question 2: Do you think recruitment is the primary of the current college library to obtain human resources? In addition, how do you think administrators do effective human resources recruitment?**

**Interviewer 1:** I think that recruitment is the primary step of the current college library to obtain human resources through recruitment, which helps college libraries to obtain human resources and increase fresh blood. Of course, it is not necessarily the primary step, especially for college libraries in different periods and regions. As a manager, if you want to realize effective human resources recruitment, you should first clarify the characteristics of the job needs, and then consider professional standards to formulate talent demand plans. At the same time, through public recruitment information It is necessary to reasonably establish a recruitment team, sort the information collected by the collected candidates, and select the list of applicants. On the one hand, on the one hand, we must pay attention to the words and deeds of the candidates, and on the other hand, we must also pay attention to the professional background, academic level and academic achievements of the candidates, so as to choose people with potential and appropriate jobs.

**Interviewer 2:** I think recruitment is not the first step in the current college library to obtain human resources. At present, most of the staff of the Guangxi college libraries are the families of the existing faculty and staff, and the personnel have saturated. The staff obtaining a relatively single channel has led to the unreasonable structural

gradient of the library and lack of professionalism. Recruitment and selection are an important part of the human resources planning of the library. It is related to whether the library can attract and retain excellent talents. First of all, we must do a reasonable employment plan to ensure increased personnel by recruitment. Secondly, we must scientifically set up job requirements, clarify the professional and academic requirements of recruiters, and ensure that recruitment to professional libraries, further optimizing the structure of library personnel. During the recruitment and selection process, the comprehensive quality, professional skills and professional literacy of candidates should be paid to the applicants' comprehensive quality, professional skills and professional literacy. At the same time, multiple selection methods, such as written tests, interviews, practical operations, etc. to ensure the selection of the most suitable talents.

**Interviewer 3:** I agree that recruitment is the primary step of the current college library to obtain human resources. Recruitment is the main way for libraries to get new employees. Through recruitment, the library can attract and select outstanding talents with professional knowledge and skills, and inject new vitality into the development of the library. Recruitment is also an important part of the library human resources planning. Through recruitment, the library can clarify its own human resources needs, formulate recruitment plans that meet the needs of business development to ensure selection of truly suitable talents. Library also needs to improve human resources planning through other ways. For example, libraries can improve the professional skills and service levels of existing employees through training and development; stimulate employees' work enthusiasm and creativity by establishing an effective incentive mechanism; and enhancing employees' sense of belonging and loyalty by implementing people's principles.

**Interviewer 4:** Recruitment is not the primary step for the current college library to obtain human resources. It is difficult for the current college library to recruit suitable candidates through recruitment. I think it should be based on it. Managers should clearly clear the recruitment needs: First, clearly understand the current and future human resources needs of the organization. This includes analyzing the needs of existing employee structure, skill gap, and business development. At the same time,

formulate detailed job descriptions and job requirements, and clarify the required educational background, work experience, skills, personality characteristics, etc.

**Interviewer 5:** I think that recruitment is the primary step for the current college library to obtain human resources. Suggestion: 1. Clarify job needs: Before recruitment, managers should clearly understand the responsibilities, skills requirements and ability standards of the required positions to ensure that the recruitment direction is correct. 2. Formulate recruitment strategies: formulate corresponding recruitment strategies, including selection of recruitment channels, propaganda methods, recruitment processes, etc. 3. Optimize the recruitment process: Simplify the recruitment process, ensure that the information is transparent and timely, to improve the experience of candidate and attract outstanding talents. 4. Multi-channel recruitment: In addition to traditional recruitment channels, you can also use various ways such as social media, recruitment websites, and campus preaching to attract more suitable talents.

**Interviewer 6:** Recruitment is not the primary step for the current college library to obtain human resources. The library's independent recruitment is difficult to achieve, because it is arranged according to the school plan and according to the meaning of school leaders. The library itself does not have this right. There is no right to use, no human rights, only passive use rights. This is a hidden danger, which also adds management difficulties to the library. The library must first analyze the current status of job demand, and then formulate recruitment strategies. When publishing specific recruitment information, it is necessary to explain specific information such as the nature of the job, work responsibility, salary level, and hiring time. After receiving the relevant applicants from the candidate, the candidates who meet the qualified candidates shall be notified to the candidates prepare relevant materials and the specific requirements of the exam according to their job needs. Increase the experience and satisfaction of the candidate by optimizing the recruitment process. Establish an assessment team to conduct various aspects of the candidates, including examinations, interviews, etc. to determine the final candidates.

**Interviewer 7:** Recruitment is an important measure for libraries to strengthen human resources management, but it is not the first step. The current problems of insufficient capabilities in the human resources of the library, carrying out effective recruitment is

a key means to solve the crisis of the talent crisis, and high-quality and high-level outstanding libraries can improve the development of the library. In the process of appointing library libraries, we must follow the principle of "talent first", and resolutely eliminate some of the phenomena of "Ren Ren", and take the quality and ability of personnel as the focus of the selection. When recruiting talents, pay attention to the good use of people, use the value and advantages of the librarian reasonably, and truly realize the organic combination of talent capabilities and business levels. For managers, we must pay attention to the structural adjustment of the librarian to create a team of librarians with vibrant, reasonable structure, professional supporting, and staircase connection.

**Interviewer 8:** Recruitment is one of the primary steps for the current college library to obtain human resources, but it is not the only step. In addition to recruitment, human resources management also involves many aspects such as talent introduction, training, incentives, and retention. Although recruitment is one of the ways to obtain new talents, in the entire human resource management system, it is equally important to cultivate and reserve existing talents. Therefore, we believe that recruitment is one of the important parts of human resources management, but it is not the only primary step. Managers need to consider the following aspects of effective human resources recruitment: First, clarify job needs, determine the specific conditions and capacity requirements of the required talents, and ensure that the recruitment object meets the job requirements. Secondly, choose the appropriate recruitment channels and methods, including online recruitment platforms, campus preaching sessions, professional websites, etc. to attract different types of talents. Third, establish a scientific recruitment process and evaluation system, including resume screening, interviews, testing and other links to ensure the selection of talents who are most suitable for posts. In addition, managers should also pay attention to candidate experience, maintain smooth communication, timely feedback recruitment progress, and enhance candidates' impression and attractiveness to the library. Finally, the recruitment results are tracked and evaluated, the recruitment strategies are adjusted in a timely manner, the recruitment process is continuously optimized, and the efficiency and quality of recruitment are improved.

**Interviewer 9:** I think recruitment is one of the primary steps for the current college library to obtain human resources. In terms of suggestions, my claim is: First, adopt the method of introducing outside the museum or in -museum selection methods to select talents with innovative ideas. Cooperate with the human resources department of the school, build a harmonious interpersonal relationship between managers and libraries, libraries and libraries, and create a cultural atmosphere that is conducive to the healthy growth of librarians. Secondly, managers must be good at introducing or cultivating backbone libraries. As the backbone of the library development, the competitive atmosphere among the creators.

**Interviewer 10:** For this issue, I tell the truth: In most universities, the library is in the marginalization of the school, so the talents of the library gap are basically all in -school. I think that the more scientific and reasonable thing is to go to colleges or scientific research institutes to recruit outstanding master's or doctoral graduates into the library to meet the corresponding talent needs of the library development. This refers to professional talents. I have actually answered the question of the first step at the same time.

**Interviewer 11:** I think that recruitment is the primary channel for positions with strong professional and technical requirements, and the remaining positions can be carried out through school selection or rotation. The premise of managers' effective human resources recruitment is to have a clear understanding of the current status of human resources in the library of the school, have a clear plan for future development, and have effective solutions to problems or development bottlenecks that may be encountered. If the recruitment positions are used, the recruitment conditions are accurately set, and the recruitment is targeted according to the set conditions. In addition, the job matching of job seekers can be accurately evaluated.

**Interviewer 12:** Recruitment is indeed one of the primary parts of the college library to obtain human resources. However, for libraries, it is not enough to obtain human resources by recruitment, and it is necessary to improve human resources planning in combination with other methods. First of all, recruitment is the main way for libraries to get new employees. Through recruitment, the library can attract and select outstanding talents with professional knowledge and skills, and inject new vitality into

the development of the library. Secondly, recruitment is also an important part of the library human resources planning. Through recruitment, the library can clarify its own human resources needs, formulate recruitment plans that meet the needs of business development to ensure selection of truly suitable talents. However, just relying on recruitment cannot meet all the needs of the library for human resources. Therefore, the library also needs to improve human resources planning through other ways. For example, libraries can improve the professional skills and service levels of existing employees through training and development; stimulate employees' work enthusiasm and creativity by establishing an effective incentive mechanism; and enhancing employees' sense of belonging and loyalty by implementing people's principles.

**Interviewer 13:** I think that recruitment is the primary step for the current college library to obtain human resources. By recruiting appropriate libraries, you can meet the work needs of the library, make up for the staff gap, and improve the service quality and efficiency of the library. Recruitment is an important way to introduce fresh blood and professional capabilities. Managers can conduct effective human resources recruitment through the following methods: Clarify recruitment criteria: Before recruitment, you need to clarify the responsibilities, required skills, educational background and work experience of each position to ensure that the recruitment talents meet the compliance Library needs. Formulate recruitment plan: According to the actual situation of the library and human resources, formulate a reasonable recruitment plan, including recruitment channels, recruitment time, recruitment process, etc. Choose the right recruitment channel: Library can choose a variety of recruitment channels, such as campus recruitment, social recruitment, recruitment website, etc., and choose the most suitable channel according to job needs and target groups. Strengthen communication with candidates: During the recruitment process, the library should maintain good communication with the candidates, answer questions in a timely manner, and provide clear recruitment information and processes. Establish a scientific assessment system: Corresponding to the candidates to conduct a comprehensive and scientific assessment, including professional skills, communication skills, team cooperation ability, etc. to ensure the selection of the most suitable talents. Improve the interview process: The interview is an important

part of recruitment. The library should establish a standardized interview process to ensure the fairness, fairness and effectiveness of the interview. Strengthen talent reserves: For candidates with potential, libraries can establish talent reserve libraries so that they can replenish talents with corresponding capabilities in time when they are required. Continue to improve the recruitment system: Library should be evaluated and summarized on a regular basis, and continuously optimize the recruitment process and standards, and improve the efficiency and success rate of recruitment.

**Interviewer 14:** I think recruitment is not the first step in the current college library to obtain human resources, but it is one of the important parts. School libraries can make full use of channels for professional librarians, including selection and recruitment of on-campus. Through different levels of needs, targeted recruitment configurations can be used. Way. For example, when selecting a librarian with a strong professional ability of books and intelligence, you can use the entire museum to evaluate the assessment; recruitment of disciplines with relevant discipline background, strong subject root, strong foreign language ability, and mastering computer application skills can adopt external recruitment with external recruitment Talents also include teaching and research staff with rich experience in teaching and research.

**Interviewer 15:** I think recruitment is an important part of human resource management, but it does not mean that it is the primary step. Build a reasonable human resource allocation model for college libraries, innovation measures such as selection and employment of library personnel, the use of personnel, and the performance evaluation and incentive mechanism of personnel. Strategy. Management believes that incentives are also the main functions of mobilizing library enthusiasm and an important catalyst for talent growth. By effective incentive mechanisms, reasonable distribution is made according to the amount of performance and creativity. First of all, we must first understand the library's librarians. First of all, we must first comprehensively understand the library's organizational structure and job settings. It can also allow librarians to participate in the decision management of the library, which can quickly increase the cohesion of the library. Various talents can be selected to ensure that the library professional and positions make up for the configuration to achieve "people's best." In addition, the recruitment and introduction of high-level

talents should be strengthened. In order to determine a complete set of library personnel to choose hire and job procedures.

**Interviewer 16:** I think that recruitment is the primary step for the current college library to obtain human resources. In response to how managers recruit valid human resources, I have some of the following points and suggestions: 1. Clear needs: Before recruitment, managers should clarify the work needs and job requirements of the library. This includes clarifying job responsibilities, skills requirements, and background conditions. By clearing the needs, you can recruit suitable talents more targeted. 2. Diversified recruitment channels: Managers should attract talents through diverse recruitment channels. In addition to traditional recruitment platforms and campus job fairs, you can also use channels such as social media, professional networks, and academic circles to publish recruitment information to expand the scope of recruitment and attract more potential candidates. 3. Effective screening and interviews: During the recruitment process, managers should conduct effective screening and interviews to ensure that they choose the most suitable candidate. You can evaluate the candidate's ability and quality through resume screening, telephone interviews, and on-site interviews, and in-depth communication and exchanges with candidates. 4. Consider cultural matching: During the recruitment process, managers should consider the matching of candidates and library culture. The library is a special working environment that requires candidates to have the ability to adapt and integrate. Therefore, when recruiting, we must comprehensively consider the skills and backgrounds of candidates, as well as the degree of matching it with the cultural values of the library. 5. Provide development opportunities: Once recruiting appropriate talents, managers should provide them with development opportunities and training plans to promote their career growth and professional development. This can include training courses, professional seminars and cross-department cooperation to help them continue to improve their ability and adapt to work needs. In general, recruitment is the primary step for the current college library to obtain human resources. In order to carry out effective human resources recruitment, managers should clearly clear demand, diversify recruitment channels, effective screening and interviews, consider cultural matching, and provide development opportunities. These

measures can help the library to attract and retain the appropriate talents, promote the development of the library and improve the quality of service.

**Interviewer 17:** I think that recruitment is the primary step for the current college library to obtain human resources. You can use the following measures to carry out effective human resources recruitment: 1. Ensure open and fair in talent recruitment. Through recruitment and recruitment, competition, etc., the selection process of talent selection is public to make the process transparent. Influence inside and outside the school; 2. In terms of talent competition, equality and fairness should be ensured. Create the management concept of competitive talents, clarify the important value of talent competition, and promote a virtuous circle of talent development. In terms of the selection and promotion of various talents, the selection of best choices to motivate libraries to achieve continuous improvement of their own value.

**Interviewer 18:** I think that recruitment is not the first step in the human resources of the library, and the current problem in library recruitment is that the information push is very passive and the crowd is not accurate. The library focuses on the standards of recruiting talents in the school. After accurately locating the crowd, the recruitment information is actively promoted in conjunction with the school's characteristic design email content. During the progress of talent recruitment, the candidate quantitative evaluation indicators are provided to provide reference for expert evaluation. During the specific operation, it will also distinguish between the direction and age of the discipline. It is necessary to introduce the talents required for a planned way, incorporate the quality of employees into long-term planning, not only pay attention to the cultivation of existing employees, but also pay attention to the introduction of high-level talents and business leaders. At the same time, strengthen the construction of reserve professional talents. Planning, establish a good talent chain to promote its effective operation and ensure the sustainable development of the library cause.

**Interviewer 19:** I think recruitment is not the first step in human resource management, but it is indeed an important part of it. For the library, the traditional talent management system is an important reason for the unreasonable human resources management. The suggestions are as follows: 1. Grasp the power of talent selection and hire in their hands, so as to prevent some people from putting unqualified

personnel in the post of libraries through the relationship. 2. Formulate a comprehensive talent recruitment system. During the recruitment process, various procedures such as written tests and interviews must be set in detail, and objective investigations can be observed to observe whether candidates can work one by one. 3. Establish a comprehensive talent competition system, effectively manage the introduction of librarians, and hire them according to different positions. Book intelligence, network technology, and English personnel must be introduced, especially the high-quality personnel who are familiar with the library business and understand the information technology.

**Interviewer 20:** I think recruitment is not the first step in the current college library to obtain human resources. The library needs to comply with the development trend of the times, establish a talent echelon of talent, according to the requirements of smart services and the characteristics of the librarian professional role, and focus on the professional structure, education level, professional skills, learning potential and collaborative ability. At the same time, it is necessary to combine the development goals and talent needs of talents, formulate the planning planning of smart talent construction, improve the talent recruitment system, and properly introduce the talents required. At the same time, the talent reserve library of the library can be established so that in the future, it can timely supplement talents with corresponding capabilities and better enrich the human resources in the library.

**Question 3: Do you think of your current training system for the library?**

**Do you have better countermeasures and suggestions for the construction and system construction of training?**

**Interviewer 1:** The current training system of the library is basically consistent with the development background and talent training standards of the school. With the continuous expansion of school enrollment, the continuous improvement of the level of talent training, the changes in the layout of multi-campus school running, and the application of modern information technology and the accelerated construction of future learning centers, the training content and system must not only consider the basic business of the library operation, And skills, such as the book on the book, and the catalogs, but also increase the business training of modern information technology

in the use of library construction, treating people, etc., so that library staff can improve their ability to adapt to business and positions in the new era as soon as possible.

**Interviewer 2:** The current training system of the library needs to be improved. The lack of global training and planning has not yet formed a sustainable development training system. Training and development are an important means to improve the human resources planning of the library. It helps improve employees' professional skills and professional literacy, and enhance employees' sense of belonging and loyalty. In training and development, corresponding training plans should be developed according to the actual situation of employees and the development needs of the library, including arrangements, methods, and time arrangements to ensure the effectiveness and pertinence of the training. At the same time, it is recommended to carry out diversified training methods, encourage personnel to carry out online training, choose the training content that suits them according to their position needs, and online training has a large degree of freedom, which can allow more staff to participate in training.

**Interviewers 3:** The current training system of the library is not perfect. It is reflected in the fact that there is no corresponding training process and system, and the training content is only in the most primitive and basic business skills, and it is disconnected from the digital and intelligent development direction in the new era. However, the root cause of the incomplete training system is that the school attaches not enough attention to the library, and does not provide financial support. It is not realistic to rely on the existing human independent training of the library. Countermeasures and suggestions: 1. Learn from the training experience of a professional library, and hire professional teams to teach for training. 2 Rich training content covers knowledge and skills of different fields and levels to meet the needs and development direction of different libraries. 3 Training should pay attention to the practice link, and let the librarians apply the knowledge and skills they have learned to actual work. 3. Encourage librarians to improve their own learning through various online learning platforms, professional journals and books. 4. Establish a corresponding evaluation mechanism, evaluate the training effect and the learning results of the librarian not only provide feedback and guidance for the librarians, but also provide better based on helping the

library to develop future training plans and programs.

**Interviewer 4:** The current training system of the library is not perfect, mainly because the school does not pay enough attention to the training in this area from top to bottom. The suggestion is: the construction and system construction of training should be combined with daily business work, so that the training content can be used; at the same time, it must be combined with the cutting -edge technology of the library. According to the characteristics of the library, the training plan should be formulated, and the business training is conducted in the way to come in and go out. You can invite library experts to set up professional lectures at the school to conduct all - employee training; high -level business can invite the backbone of the library of ordinary universities in the nearest work of the library of ordinary universities to bring a one -to -one ones nourish. In addition, the librarians can be sent to other college libraries for rotation training. Finally, effectively evaluate the training system in order to better improve and improve.

**Interviewer 5:** The current library training system is not enough to be comprehensive. Countermeasures and suggestions for the construction of training and systematic construction: First, optimize content diversity: training content should cover all aspects of the library work, including book management, readers 'services, and services, readers' services,, readers 'services, readers' services, and readers 'services, readers' services, readers 'services, and reader services, readers' services, and readers 'services, readers' services, and readers 'services, and readers' services. Information technology application, etc. At the same time, different training courses should be customized according to the needs of different positions. The second is to optimize professional training: For the work characteristics of different positions in the library, you can provide professional training courses, such as digital library management, literature retrieval skills, and reader guidance. The third is to strengthen the continuous learning mechanism: establish a continuous learning mechanism, encourage library employees to continuously improve their professional ability, and can be achieved through regular training courses and online learning platforms. The fourth is to strengthen the combination of practice: The training content should be combined with actual work. It can use internships and case analysis to allow employees to apply their knowledge

to actual work. Fifth, the introduction of new technologies: consider introducing new technologies, such as virtual reality, artificial intelligence, etc. to improve training methods and improve training effects.

**Interviewers 6:** The construction of the library's training system needs to be strengthened. Because the current library libraries are old, weak and sick. Non - professional personnel cannot be competent in actual business work in the museum. The training system cannot be constructed, and many libraries are unwilling to continue training. There should be training in library staff's book classification skills, editing skills, production report skills, and computer operation skills. You can use the development of training courses to make up for such performance gaps. While carrying out training courses, considering the investment in the library, people with rich work experience can be invited as a training teacher to counsel the librarian with a little ability.

**Interviewer 7:** The scientific flow of personnel in the organization will promote its professional theory, practical experience, and work level. The library lacks certain liquidity between the library regardless of the other institutions of the school and the internal positions. In the context of the continuous progress of technology, the personnel structure of personnel cannot follow the pace of the development of the times. Therefore, although a large number of people have engaged in information work for several years, they have many practical experience and excellent skills, but knowledge cannot be updated in time. This requires enhanced continuing education. In fact, because of a series of factors, only some people can participate in short -term training courses, and there are not many learning opportunities. Most people have worked in the library for many years, but they have not participated in any type of training activities. Realize diversification in training methods. Not only must we organize internal training mechanisms, but also to achieve talent training and quality improvement through cooperation and exchanges with other universities, organizational research, and encourage personnel to learn. In the process, the relevant experts and management backbones in the library are cultivated. In addition, the content of talent training should also be diversified. Not only should we pay attention to the training of theoretical knowledge and achieve the optimization of professional

knowledge and theoretical skills, but also emphasize ideological morality and humanistic training.

**Interviewers 8:** According to the actual situation of the library, there is no systematic training system in this library. Because it is a college library in the two universities, compared with the library of 211 universities, librarians should get more professional knowledge and training in terms of maps. As if you regularly ask experts to give lectures. In addition, pay attention to the continuing education training of the librarian. For example, professional skills training in the post, computer technology training, etc. In addition, the professional ethics education and training of the librarians should be strengthened, and the embassy has firmly established the concept of service supremacy. The librarian can be connected to the continuing education training and the evaluation of professional titles, thereby increasing the enthusiasm of the librarian work. Eventually, the embassy consciously attaches great importance to the continuous update of their own knowledge and form a lifelong education concept.

**Interviewer 9:** The library currently has its own training system, but it is mostly pre-job training. There are fewer training opportunities after the job. It is recommended to use the cold and summer vacation time to conduct related business training for the first-tier employees of the library. The employees of the post are rotated to better understand and master more professional skills, further improve the turnover efficiency of books, and better serve schools and students' development. The business level training of the existing librarians should be carried out in terms of level. For those who know the overall service function of the library and have related professional backgrounds, they can conduct information consulting, disciplinary services and other related business training, so that they can enrich the team of information consulting and discipline services. The disciplinary service team, do related information as a whole, contact and other related tasks in the previous period, and some people who are more prominent in them can also consider improving the actual business level, and finally cultivate into the core members of library consultation and discipline services. The partners with strong network information technology capabilities in the e-reading room or the museum can be concentrated, and according to the actual needs of the library, the training of professional skills such as computer network applications

and new media development, which are stronger. Then enrich into key departments such as the Ministry of Technology. For other persons who can only do open reading and age, they must conduct basic computer system operations, training of various types of automated equipment in the library, and specific job skills training, so that their services in their posts. The skills are further enhanced and better serve readers.

**Interviewer 10:** At present, the construction of the training system of our school library is not very optimistic, it is difficult to meet the training needs of all libraries, and there is a greater room for improvement. For the construction and system construction of college library training, I think the following countermeasures and suggestions can be taken: First, establish comprehensive and diverse training content, including the training courses in library management knowledge, information retrieval skills, digital resource management, etc. Meet the needs of employees of different positions. Secondly, in combination with the actual work, design a strong training plan. According to the characteristics and development needs of the librarian, formulate personalized training paths to improve the targeted and effectiveness of training. At the same time, the introduction of advanced teaching methods and technologies, such as distance education, virtual laboratories, etc., to improve the training effect and participation. In addition, establish a sound training evaluation mechanism, regularly evaluate and feedback the training effect, and timely adjust the training content and methods to ensure that the training results are effectively applied. Finally, pay attention to continuous study and cross-border cooperation, establish cooperative relations with other universities libraries and industry organizations, share resources and experience, expand training vision, and promote the continuous improvement and improvement of the training system. Through the above countermeasures and suggestions, you can build a more complete and effective college library training system, improve the professional literacy and comprehensive ability of employees, and promote the sustainable development of the library cause. Similarly, I don't know about the training system of this hall, so I can only give my suggestions in this regard.

**Interviewer 11:** Regarding my personal observation and understanding, although the current training system of the library can meet the training needs of employees to a certain extent, there are still some shortcomings. First of all, the existing training

content may sometimes be relatively single, lack of targeted and practicality, and cannot fully meet the learning needs of employees. Secondly, the training methods and methods may be relatively old, and more innovative and diversified training methods are needed to stimulate the enthusiasm and motivation of employees to learn. In general, the current training system of the library still has room for further optimization and improvement. For the construction of content and systems in training, I think that the following countermeasures and suggestions can be taken to improve the training effect. First of all, we should customize personalized training plans according to the needs of different positions and employees to ensure that the training content is targeted and practical. Secondly, diversified training methods should be strengthened, including online and offline combination, internal and external resource integration, and equal emphasis on professional skills and soft skills, etc., to provide more flexible and rich learning channels. In addition, we must pay attention to the evaluation and feedback of the training effect, timely adjust and improve the training content and methods to ensure the effectiveness and sustainability of the training. Finally, establish a sound training feedback mechanism, encourage employees to put forward opinions and suggestions, and promote the continuous optimization and improvement of the training system.

**Interviewer 12:** The construction of the current library's training system is that it can meet the needs of daily work, but there are still large deficiencies for the overall improvement of the librarian and personal growth. Essence The library should strengthen the skills and business training of the libraries, and to be diversified in the training content, and set the actual needs of the librarian, such as basic training courses, skills improvement classes, special training courses, business training classes, etc. The quality of the embassy has been improved, and it is better to adapt to new development needs. There must be targeted during training. For example, for non - professional staff, we must strengthen the training of the basic operational knowledge and service skills of the library to improve the skills and service quality of these employees. For some professionals, we should strengthen the training of the digital upgrade of the library so that this part of the person can meet the future development needs of the library.

**Interviewer 13:** The current training system of the library is not perfect, and there are still some challenges and problems, such as insufficient training resources, slow training content updates, and not high enthusiasm for participation in librarians. In the next step, the library needs to continue to increase training investment, innovate training methods and methods, stimulate the mandist's learning motivation and enthusiasm for participation, and actively seek external cooperation and support to jointly promote the prosperity and development of the library training cause. The efforts of the training and education of the librarus should also continue to expand and deepen. The school training closely focuses on the theoretical knowledge and practical skills of discipline services in disciplines. The training focuses on the transformation and development of discipline services in colleges and universities, and closely focuses on the library's responsibilities and content. It aims to improve the business quality and comprehensive skills of the librarus. Use a comprehensive comprehensive training in the way of teaching inside and outside the school, observation and practice, and actively carry out theoretical training. Senior experts and famous scholars in the first - tier work of domestic libraries are hired as the lecturer. The training work is well done to observe and learn and apply it in the later period.

**Interviewer 14:** University library services must not only strengthen the mandrine's equipment level, but also pay attention to establishing and improving the professional training and continuing education system of libraries in the future. While paying attention to the professional quality education of the librarus, we must also pay attention to the librarus. Continuing education, encouraging the disciplines to "go global" to learn and communicate, and build a platform for external learning and exchanges for subject librarons. With the actual situation of the Outstanding Library of Library, it gives the librarian guidance in conjunction with the actual situation of the library, improves the comprehensive quality and business skills of the librarian, and strives to create a high -quality, high -level composite library professional talent team.

**Interviewer 15:** The internal training mechanism of our school library is not perfect, and there is room for improvement. Although the library will provide some training opportunities, the content and scope of the training are relatively limited, and it is difficult to meet the needs and development direction of different libraries. In addition,

the focus of training is usually focused on basic knowledge and skills, and lacks more in -depth and professional training content. The librarian's education and training should formulate an effective and reasonable training plan according to the actual situation in the museum. By improving the training mechanism, the librarian learn the knowledge and skills related to work, increase its professionalism, enhance its service capabilities, better better way Serve a good service for teachers and students. The main training forms are: 1. Academic qualifications improvement. Improve the librarian's own personal quality and knowledge structure, improve education or study degree. 2. Continuing education. It mainly refers to participating in various majors and business training to obtain continuing education. In order to improve the overall quality and business capabilities of library libraries, libraries should strongly support and encourage libraries to participate in various continuing education training and learning. 3. Rotal practice. Without affecting the normal operation of the library, the plan is formulated, and the librarries work regularly in different positions. Rotation exchange time should be appropriate, and it should not be too short. Through the training method of rotation practice, the librarian can comprehensively understand and learn to handle the various businesses of the library, cultivate composite talents, and improve the comprehensive service capabilities of the library. 4. Business skills training. According to the actual needs of the library, through the invitation experts, industry leaders, etc. to the library, conduct all -employee training through class, conference, training courses, special lectures, etc., or arrange libraries to visit libraries in other universities and industries in batches study.

**Interviewer 16:** At present, the training system of our library needs to continuously adapt to new technology and information needs, so there is still a lot of room for improvement. 1. Demand analysis. First analyze detailed requirements to understand the training needs of the library and the service goals of the library. This can be completed through questionnaires, interviews and performance evaluation. 2. The library should formulate a detailed human resources training plan in accordance with its own actual situation, continue to increase investment in capital, and effectively carry out various training according to the needs of the work to cultivate a solid and highly ideological and political library human resources team. 3. Technical training.

With the continuous development of technology, library employees need to master new tools and software. Provide regular technical training, including digital library management, information retrieval technology and online resources. 4. Information literacy training: Librarians need high-level phenomenon, which can help readers to find and evaluate information. Provide information literacy training, including information retrieval, critical thinking and academic integrity. 5. Professional development. Encourage employees to participate in professional meetings, seminars and online seminars to understand the latest trends and best practices in the library field.

**Interviewer 17:** The construction of college library talent teams mainly strengthens the independent training of library talents in a comprehensive aspect. Guided by school development needs and improve the diversified training system. Encourage staff to participate in various forms of learning and training. For the continuously growing non-business preparation team, they must regularly organize the business study of the Ministry of the Interior's Office, discuss common characteristics or personality problems in the work, learn hot issues in the new period, and give the halls. In the study, members have a good sense of participation and growth opportunities, and improve their self-ability and service level in a subtle way; from professional and technical personnel to non-career preparators, covering various levels of personnel, creating tower structures to enhance the talent team as a whole Level; diversified training content, from different topics such as basic theoretical knowledge, operational skills, reading promotion to the construction of smart libraries; the diversified forms of training include internal business training, inter-library exchanges, industry professional training and other training forms Essence Actively create conditions and select a certain number of backbone talents to go abroad, study abroad, study or visit short-term visit. The library needs to further improve its own education and training mechanism, and formulate acupuncture-to-sex training programs based on the personal development plan and actual situation of each librarian to reasonably arrange the training process. The library provides the development direction based on the personal development plan of the employee and the professional knowledge and skills of each librarian, and assigns job tasks to

ensure that the library can form a reasonable development structure of human resources.

**Interviewer 18:** The library needs to strengthen the continuing education and professional training of libraries, regularly invite experts and scholars to hold lectures in the library, and send librarians to participate in exchange training activities in accordance with the plan to ensure that they have cutting -edge knowledge. On this basis, the knowledge of the library librarian can further optimize the daily work process, ensuring that the librarian can efficiently complete the task. When necessary, the library can allocate scientific research tasks for librarians with strong theoretical skills and scientific research capabilities, requiring them to develop literary information resources in depth, and use the opportunities of teaching and research to show their knowledge and abilities in all aspects so that they can pass theoreticals through theory of theory. The exercise of research and practice further enhances its professionalism.

**Interviewer 19:** The current training system of the library needs to be improved, and there is no comprehensive training system for forming a system. Suggestions: Establish and improve the training system for training. The development of various forms of library professional training is conducive to library librarians to broaden their horizons and improve professional literacy and business level. The form of training can be open and diverse, such as various academic education, training courses, training classes, symposiums, etc. Through learning and training, libraries continue to update and supplement their professional knowledge system, improve the level of library business level and ability, and ultimately improve the overall work level of the library and promote the development of schools.

**Interviewer 20:** The current training system for the library is not complete, and it takes some time and manpower and material resources to promote and improve. At present, most libraries have graduated from the major of libraries or graduated from non - pictures. Some do not even have academic qualifications. They are particularly important to receive continuing education and training. At the same time, re -education for the librarian also has extraordinary significance to the librarian itself. It not only reflects the advantages and humanistic care of "human -based management", but also gives the librarian the opportunity to continue learning. From this perspective Seeing

that the implementation of "re -education" has also served as a key link of attracting talents to the outside world and retaining talents to retain talents in internal "solidation soil". The library can adopt a training center in this library, and regularly train employees to train internal education methods. It can also adopt experts and scholars to conduct academic lectures, select relevant personnel for external education methods to optimize the knowledge of the librarus. Structure and improve the professional quality of the librarus, or improve their own quality through the organization of the museum, encourage librarons to study higher degrees, amateur self -study, etc.

**Question 4: Does your school's library use a certain standard and scientific method to complete performance assessment? Regarding the performance assessment of the library, how do you think you should better formulate a plan and implement it?**

**Interviewer 1:** At present, the library of our school has formulated and implemented a standard and feasible measure to complete the performance assessment. Of course, the effective implementation of any system requires a standardized operating mechanism: on the one hand, it is necessary to disclose the assessment system to all personnel in a timely manner to let everyone understand the content, standards and processes of the assessment; on the other hand, a reasonable assessment team must be established, and a reasonable assessment team should be formed. Standardized assessment in accordance with the requirements of open, fair and fair. It is particularly noteworthy that the assessment measures must be reviewed on a regular basis, and the contents and standards that do not match the actual work and personnel changes in a timely manner must be reviewed in order to achieve the results of the assessment of good people, doing good things, and doing things.

**Interviewer 2:** I think the performance assessment methods of the library need to be improved. Performance assessment is a complex work. There are various types of colleges and universities and many positions. Therefore, most colleges and universities use unified and universal performance assessment standards. Performance management is the core of the human resources planning of the library. It is related to the performance evaluation and general development of employees. In performance management, scientific performance evaluation standards and methods

should be formulated, and the performance of employees should be objectively and fair. At the same time, corresponding rewards and punishment measures are given to stimulate employees' work enthusiasm and creativity. I think we must first classify personnel, and classify the classification of teachers, administrators, and teaching aids. Secondly, different performance assessment standards are formulated for different types of personnel. In addition to the evaluation standards of universal characteristics, it is also necessary to formulate differentiated assessment standards on the basis of full survey. Then pay attention to the use of assessment results. Give the assessment results to individuals in a timely manner, give certain rewards to outstanding personnel, and give certain punishment for those who are not qualified, such as performance and wages, and commend the reward link.

**Interviewer 3:** At present, the performance assessment of our library is not enough systematically and comprehensive, and lacks a certain standard and scientific method. It is recommended to establish a performance scoring system and score each librarian according to the performance performance, rather than allocate excellent places to each department according to the number of people. First of all, the library should set up scientific performance assessment standards and assessment goals. Second, the establishment of an assessment team should have a clear module division of labor. In addition, the design scientific assessment procedure must adhere to the principles of transparent and public; finally, the results of the assessment after the assessment are completed, and rewards and punishments are performed based on the results.

**Interviewer 4:** The library of our school does not use a certain standard and scientific method to complete the performance assessment. The performance assessment should be combined with the planned plan at the beginning of the year, and it is implemented on a quarterly semester. At present, the salary of school library employees is mainly corresponding to the technical title. The higher the titles level, the higher the salary. Employees of employees at the same level of title are at the same level, which may cause some employees to produce the psychology of "doing more and less". Due to the failure of performance assessment indicators, the assessment results of various departments are not comparable. In the long run, many employees feel that their lives are not worth the realization, and they will choose to

change jobs. Only the library work is used as a "japlet", resulting in the enthusiasm of their work and unwillingness to innovate work methods.

**Interviewer 5:** At present, the library of our school has not yet formulated measures with reasonable standards and feasible methods to complete performance assessment. It should be comprehensive, fair, and operable. When formulating, it is necessary to clearly evaluate the goals, such as improving service quality and work efficiency; set specific and measurable assessment standards, such as borrowing volume and readers' satisfaction; select the assessment method of quantitative and qualitatively to ensure accurate results. When implementing, it is necessary to ensure smooth communication and ensure that employees understand and accept assessment; strictly implement the process to ensure fairness; reward and punishment according to the results, inspire employees; regularly evaluate the plan to adapt to changes in time. In short, the formulation and implementation of the library performance assessment plan should be comprehensively considered to ensure the scientificity and effectiveness of the plan.

**Interviewer 6:** Our school's library uses a certain standard and scientific method in terms of performance assessment. We use performance assessment to evaluate the work and performance of the library, and formulate corresponding assessment indicators and standards based on specific work responsibilities and professional requirements. At the same time, we also pay attention to the measurement of process and results, comprehensively evaluate the performance of the service quality, resource utilization efficiency, and teamwork of the library to ensure the scientific and objectiveness of performance assessment. When developing the performance assessment plan of the library, I think I can refer to the following points. First of all, clarify the goals and expectations, and determine the focus and indicators of the assessment according to the strategic goals and development needs of the library to ensure that the assessment is consistent with the overall development direction of the library. Secondly, the formulation of specific quantitative indicators includes both the measurement of performance results, and the assessment of elements such as quality and efficiency in the process to ensure the comprehensiveness and fairness of the assessment. In addition, strengthen communication and participation with libraries,

fully solicit the opinions and suggestions of employees, and ensure the rationality and feasibility of the assessment plan during the formulation process. Finally, pay attention to the implementation and follow-up of performance assessment, timely feedback the evaluation results, continuously optimize and improve the process and mechanism of performance assessment, and ensure the effective implementation of performance assessment.

**Interviewer 7:** At present, our school library still has obvious deficiencies in completing performance assessment work, and lacks certain and scientific assessment methods. Performance assessment is an important way to evaluate the librarians and incentive libraries. The performance assessment in the library management lacks communication, incentivization, and guidance. It cannot conduct a fair and objective evaluation of the library. Essence Reform evaluation and improve the assessment system of libraries. Performance assessment in human resources management has important value and status. Through evaluation and evaluation of employees' work, the lack of employee work in time can be timely discovered. efficiency. In the human resources management of libraries in higher vocational colleges, a fair and fair environment must be established. Fair and reasonable assessment and evaluation methods can maximize the advantages of human resources. In the process of performance assessment, scientific performance assessment standards and assessment goals must be set. Through effective competition, not only can mobilize the enthusiasm and energy of the librarians, improve the overall efficiency of the team, but also improve the level of human resource management. After the performance assessment is over, incentives should be taken in time. For some employees with outstanding performance, they can use the combination of material rewards and spiritual rewards to stimulate the awareness of the librarians, mobilize the enthusiasm of the library, and increase the enthusiasm of the library. The vitality of the team.

**Interviewer 8:** The library of our school does not use a certain standard and scientific method to complete performance assessment, and performance assessment flows in form. Most library evaluation systems are relatively simple, and the assessment is based on simple digital indicators. These indicators lack innovation and correlation. At the same time, the more than the annual evaluation is light and usual supervision.

Suggestion: Establish a strong performance evaluation system. 1. Pay attention to performance evaluation in ideology. In order to allow the librarians to fulfill their duties in their posts, correct their work attitude, motivate the librarian work enthusiasm, and give materials and spiritual rewards to librarians who perform well. This is the purpose of implementing performance assessment. 2. Build performance evaluation indicators. The construction of performance evaluation indicators must follow the three basic principles of performance evaluation, namely the principles of openness and fairness, the principles of feedback, and regularization and institutionalization principles. 3. Performance assessment should also be institutionalized so that the effect of the assessment can be achieved. The performance evaluation of the librarian should be regularly combined with the institutionalization in order to truly evaluate the work performance of the librarian, and understand the working status and work attitude of the librarian. Under the principles of performance assessment, the construction of performance assessment indicators, including two parts: common indicators and personality indicators, and set up lower-level indicators on this basis. 4. Establish a channel for performance evaluation. The results of the performance evaluation directly affect the performance salary of the librarian and various evaluations. In order to ensure the fairness and fair principles of performance assessment, the performance evaluation appeal system should also be established.

**Interviewer 9:** The school library does not use certain standards and scientific methods to complete performance assessment, and the assessment is relatively simple and perfunctory. First of all, it is necessary to clarify the goals of library performance assessment, such as improving service levels, increasing book circulation rates, and enhancing librarians' satisfaction. Make sure that all libraries understand these goals so that they can work for it. Establish specific assessment standards in order to evaluate the work performance of the librarian. These standards should cover service attitude, work quality, work efficiency, etc., and ensure that the standards are measured. Determine the appropriate performance assessment cycle, such as quarterly assessment and annual assessment. In this way, the librarian's work performance can be evaluated in a timely manner, and necessary feedback and improvement suggestions can be provided. When formulating a performance assessment plan,

libraries should be encouraged to participate and provide opinions and suggestions. This helps to improve the enthusiasm and participation of the librarians, and ensure that the assessment plan is more fair and effective. In order to motivate the librarian to better complete the work, a reward mechanism can be developed. After the performance assessment plan, the feedback should be continuously collected and the feedback should be continuously improved. If you find that you need improvement, adjust and improve it in time. Ensure that the evaluation system is fair and transparent, all libraries know how their performance is evaluated. This can reduce the sense of unfairness and increase the trust of the librarian. In the process of performance assessment, the feedback and suggestions of the librarians are attached to it. This can help understand the viewer's views on the current performance evaluation system so that necessary improvements can be made.

**Interviewer 10:** I don't know much about our own performance assessment system. I can only give my suggestions on this aspect. When formulating and implementing the performance assessment plan for college libraries, I think the following methods can be adopted: First, clear assessment indicators and standards, combined with the actual situation of college libraries, formulate quantitative and measured performance indicators, covering the quality of library service quality, Aspects of resource utilization efficiency and teamwork to ensure the objective and fairness of the assessment. Secondly, establish a multi-dimensional performance evaluation system, comprehensively consider personal performance, team collaboration and performance results, focus on the comprehensiveness of performance assessment and all employees, inspire employees to work together and promote overall improvement. At the same time, strengthen regular feedback and guidance of employees, adjust performance goals and development directions in a timely manner, and ensure the combination of performance assessment with the personal development of employees. In addition, paying attention to the establishment of a reward and punishment mechanism, according to the results of the performance assessment, give corresponding rewards and incentives to employees that meet the performance. At the same time, provide necessary improvements and guidance to employees with poor performance, and promote their performance level. Finally, regular assessment

and adjustment of performance assessment plans, keep pace with the times, continuously optimize and improve the assessment mechanism to ensure that it meets the development needs of college libraries and the actual situation of employees. Through the above methods, the performance assessment schemes of college libraries can be better formulated and implemented to promote the continuous improvement of library management level and service quality.

**Interviewer 11:** The library of our school does not use a certain standard and scientific method to complete performance assessment. The existing human resources assessment system and evaluation system are not suitable for the development of the times. The development and progress of the information age requires that libraries must continue to learn and innovate, and grow into compound talents. The assessment system of the current library of colleges and universities is obviously incompatible with the evaluation system. The needs of the development of college libraries in the times. The establishment of a scientific and effective performance assessment index system can allow library staff to clarify their work tasks, responsibilities and library requirements, mobilize their enthusiasm and creativity, help improve their work performance, and achieve the library's functional responsibilities.

**Interviewer 12:** The performance assessment and evaluation system in the museum is not perfect, resulting in a lot of inconvenience in the evaluation work, and even affecting the results of the evaluation. The library must establish a sound assessment and evaluation system to create humanized human resources management. 1. Establish and enhance the concept of performance management. Whether the performance management of colleges and universities can be effectively implemented is effective, and we must have advanced concepts that are compatible with the characteristics of the era of big data as a guidance to fully reflect the characteristics of informatization, and the performance evaluation is introduced into big data. 2. Scientific setting librarian performance evaluation indicators. The performance evaluation of the library should be implemented, and the evaluation indicators, evaluation standards and evaluation effects should be determined according to the post management system of the library big data era. 3. Carefully carry out the performance evaluation of the librarian. Established a performance evaluation team.

**Interviewer 13:** The library of our school does use a certain standard and scientific method in terms of performance assessment. The school library will evaluate the performance of the librarians based on various work indicators and goals, and adopt regular evaluation and feedback mechanisms. These indicators and targets usually include the service quality of the library, reader satisfaction, the utilization of library resources, and the professional development of the library. The performance assessment of the school library is also combined with the overall development goals and education policies of the school. The library will formulate corresponding performance indicators and evaluation standards according to the needs and requirements of the school to ensure that the work of the library is consistent with the overall development of the school. However, there are still some room for challenges and improvements in the current performance assessment. One of the main problems is the selection and weight of the indicator. The current indicator system pays too much attention to the quantity and surface indicators, and ignores the depth and quality of the library. I think that performance assessment should pay more attention to the educational value of the library, academic research support, and cultural heritage.

**Fully participate:** When formulating a performance assessment plan, you should fully listen to the opinions and suggestions of the librarian. They are the actual executors of library work, and they have a deeper understanding of the needs and problems of the library. Through full cooperation and participation with the librarian, a more comprehensive and scientific performance assessment plan can be formulated.

**Diversified indicators:** The performance assessment plan should include multiple indicators in multiple aspects. It is necessary to pay attention to the number and surface indicators of the library, but also the evaluation of quality and depth. For example, the indicators of readers' satisfaction, academic research support, and the professional development of the library can be considered to comprehensively evaluate the performance of the library.

**Regular assessment and feedback:** Performance assessment should be a regular process, not a one-time assessment. Regular evaluation can help the librarian understand his work performance and adjust and improve in time. At the same time, it is necessary to provide timely feedback and guidance to help libraries improve their working ability and professional level.

Combination with school goals: The performance assessment plan should be combined with the overall goal and development direction of the school. As an important part of school education, the library should be consistent with the school's education policy and development goals to ensure that the work of the library has a positive role in promoting the overall development of the school. In general, the school library has adopted certain standards and scientific methods in terms of performance assessment. However, there is still room for improvement, including more attention to the evaluation of depth and quality, the choice of diversified indicators, fully participating in the opinions and suggestions of the libraries, and regular evaluation and feedback. By continuously improved and improved performance assessment plans, school libraries can better evaluate and improve their work quality and efficiency.

**Interviewer 14:** The library of our school does not use a certain standard, scientific method to complete performance assessment. Suggestion: Improve the assessment system. Set the clear specific assessment standards, including German, energy, diligence, performance and other aspects. Through the assessment mechanism, it brings external pressure to employees and stimulates them to complete the assessment goals. The assessment process should be scientific, objective, and authentic, and do not falsify. The assessment results are linked to salary, rewards and punishments to form a strong competitive incentive mechanism. The library must build a sound evaluation and salary system. According to the level of the library staff's academic qualifications, professional level, and work performance, the revenue is clearly distributed after the corresponding evaluation. This can improve the enthusiasm and energy of the librarian.

**Interviewer 15:** At present, the library does not use a certain standard and scientific method to complete the performance assessment, and it needs to be further strengthened in this regard. The recommendation is as follows: The library can set up a performance evaluation group. The group contains relevant personnel assigned by the library, such as staff in different positions, etc. When implementing it, you need to communicate with the library staff and communicate with the library staff. The methods and results are announced to the staff. Secondly, a quantitative evaluation

and qualitative evaluation need to be conducted to ensure the regularity of the performance of the performance test. Finally, the feedback of performance evaluation needs to be done. The performance score table should reflect the real location of the staff in the university organization. It needs to help the staff to analyze the performance and related reasons, and help the staff improve the work.

**Interviewer 16:** Library lacks certain standards and scientific methods to carry out performance assessment work. Therefore, to do this work, you should rely on information technology to establish a set of performance assessment that is compatible with smart services and job settings. system. In order to enable the assessment to be comprehensive and objective, the performance assessment system can set three modules: self -evaluation, user evaluation and organization evaluation, and conduct the librarians' performance of job responsibilities, work ability, intelligent service advantages, learning innovation ability, and scientific research level. Comprehensive evaluation, thereby promoting the martial arts centers to continuously focus on the accumulation of knowledge and the exercise of comprehensive ability. The performance assessment should be reasonably designed and evaluated according to the job responsibilities and post evaluation indicators and the assessment weight, which reflects the differences and wisdom contribution of the post. As a result, the wisdom service of the librarian reflects.

**Interviewer 17:** Our library did not use scientific methods to complete performance assessment. Specifically reflected in the assessment standards and content, there is no clear job goal, the division of responsibilities is relatively vague, and the results of the assessment are not really hired with the employment, rewards and punishments, exchanges, and training. These issues all affect the establishment of scientific incentive mechanisms, while losing the enthusiasm of the librarian work. It should be improved from the following aspects: establish an evaluation system, formulate scientific performance evaluation standard methods and specific quantitative indicators, combine quantitative evaluation and qualitative evaluation methods, but also pay attention to the implementation and tracking of performance assessment, timely feedback evaluation results, and the results of the evaluation results. Continuously optimize and improve processes and mechanisms.

**Interviewer 18:** At present, the performance evaluation of the library is not perfect. In the management process, schools often focus on teaching and scientific research, but lack of necessary rewards for libraries. The assessment indicators of the librarian are too simple. It is mainly aimed at the professional ethics and work results of libraries in colleges and universities. The establishment of the museum's evaluation system must be scientific and rigorous, and the goals must be clear and easy to operate. In the assessment and evaluation system, in addition to evaluating the business level, attitude, and education technology application of the librarian, you should also pay attention to the innovative ability of the librarian, so that the evaluation system is more suitable for the professional nature of the librarian. Managers should combine the specific positions and levels of the librarian, and formulate targeted assessment standards in conjunction with the actual work conditions of the librarian; continuously improve the assessment procedures, and follow the principles of fairness, democracy and public. The level analyzes the system, and then formulates different reward and punishment measures based on the actual assessment situation, thereby stimulating the awareness of the librarian.

**Interviewer 19:** The library does not use a certain standard and scientific method to complete performance assessment, and the performance evaluation system lacks authenticity and effectiveness. The library performance assessment and improvement measures can be carried out from the following aspects: 1. Clarify the assessment goals: When formulating the performance assessment plan, the goals and significance of the assessment should be clearly clarified to ensure that the assessment results can provide strong support for the management and improvement of the library. Essence 2. Establish assessment criteria: formulate scientific, reasonable, and objective assessment standards. You can consider evaluating the service attitude, work quality, and work efficiency, and ensure that the standards are operable. 3. Establish an assessment mechanism: Establish a sound assessment mechanism, including regular assessment, self-evaluation, superior evaluation, colleagues evaluation and other links to ensure the comprehensiveness and fairness of the assessment. 4. Based on the results of the assessment, give appropriate rewards and incentives to the outstanding librarians, make appropriate reminders or punishments to the librarians with poor

performance, and enhance the librarian's sense of responsibility and enthusiasm. 6. Innovative management methods: continuously explore and innovate management methods, introduce modern technology and means, and improve the management efficiency and level of library.

**Interviewer 20:** The performance assessment and evaluation system in the museum is not enough system and science. First of all, the performance evaluation indicators are not appropriate. Secondly, the lack of communication and communication during the implementation process, it is easy to flow in the form. Finally, the reward and punishment lack the ability to fulfill it. Measures: Do a good job of job analysis and establish an evaluation system in separate levels. Scientifically determine the evaluation subject. Combining qualitative evaluation and quantitative evaluation. Do a good job of feedback from the evaluation results. The performance assessment plan to formulate and implement the library is a complex process. It is necessary to consider multiple factors, including goals, indicators, weights, evaluation cycles, feedback and improvement. 1. Clear goals and indicators. Establish feedback and improvement mechanisms. Continue improvement, regularly review and update the performance assessment scheme. According to the results of performance assessment, set up appropriate incentives to enhance the enthusiasm and work motivation of the librarians. Establish cross -department cooperation. In short, the performance assessment scheme to formulate and implement the library needs to comprehensively consider multiple factors and continue to adjust and improve it. Through reasonable performance assessment, the service level and operating efficiency of the library can be improved, the needs of readers can be met, and the enthusiasm of employees' work can be stimulated.

**Question 5: What are the adaptation of the librarian and their jobs and job opportunities? What suggestions do you have for the career development of the librarian?**

**Interviewer 1:** At present, the library library of our school is basically reasonable with their jobs and job opportunities. It has achieved readers' services, literature resource mining, technical research and development, operation and maintenance, cultural promotion, reference consultation and comprehensive services. Requirements. Of

course, due to the influence of many campuses, the age structure of personnel, and professional background, the adaptation of the librarians and their jobs and job opportunities still improves room for improvement. In the next step, we not only need to increase the work of the librarian vocational training, but also need to conduct reasonable job exchanges and exploration of the librarian in conjunction with the work to enhance the business adaptability of the librarian. At the same time Look at the consciousness of the post and jump out of the library to see the library. The three - dimensional and multi -view -angle understanding of the work content, work requirements, and work standards of the library can not only enhance the business ability and service level, but also help to find problems in the work. Analyze and solve problems, incubate high -level, high -quality, and high -level academic achievements, laying the foundation for promoting professional titles.

**Interviewer 2:** I think that due to work, their own quality and willingness of demand, librarians are not highly valued in colleges and universities. Therefore, I think we must first optimize the structure of college book managers, strengthen the construction of library teams, and enters more young, highly educated, and professional knowledge. Secondly, it is necessary to strengthen the internal training, and the training content includes academic qualifications and non -academic education. It is encouraged to improve professional quality and ability through training and training. Finally, strengthen the career planning guidance of the librarian, and eliminate the libraries' doubts about their positions through professional guidance, let the librarists see the hope of career development, and further stimulate the enthusiasm of the librarian. In addition, it is necessary to widen the business rise channel of the librarian, and continuously improve the professional literacy and service of the librarian through optimization of posts, fair competition, and encourage flowing.

**Interviewer 3:** I think it is more matched. The main leaders of the museum arrange their jobs based on the specialty and personality of each librarian. The librarian's job position is relatively fixed, and the advantage is that they are more familiar with the business of individuals, but it will cause strange situations for other positions business. It is not conducive to cultivating individual comprehensive ability. Job exchanges and work exploration will enhance the environmental and business adaptability of the

librarian. At the same time, strengthen the career planning guidance of the librarian, improve the post awareness through professional guidance, see the hope of personal career development, and further stimulate the enthusiasm of the librarian. Encourage supervisors to urge libraries to pay more attention to professional opportunities and trends inside and outside the industry, be brave to accept challenges and change, actively participate in academic research, project cooperation and other activities, expand personal career development space, and achieve personal goals and value.

**Interviewer 4:** The library of our school library and their jobs and job opportunities are generally general. The library should eliminate the thoughts of lying flat, and continue to learn new knowledge, new technologies, and update ideas as the root of their own life. Library studies, directory, intelligence, social literature, library history, computer technology and other necessary knowledge. Maintain an open mind, actively participate in teamwork, promote information sharing and experience exchanges, and improve the overall performance and work efficiency of the team. Let the vision relax, pay more attention to the career opportunities and trends inside and outside the industry, actively participate in academic research and exchange activities related to library, expand personal career development space, and achieve personal goals and value.

**Interviewer 5:** The library library of our school and their jobs and job opportunities are insufficient. To improve this situation, we should start with the following aspects: First, continue to learn and continuously improve your professional knowledge and skills to adapt to the rapid development of the library industry. Secondly, actively participate in the various activities of the library, expand the connections, and enhance team cooperation capabilities. Furthermore, pay attention to industry dynamics, understand new technologies, new concepts, and apply it to actual work. Finally, set a clear professional goal and strive to achieve higher achievements in the library field.

**Interviewer 6:** In my opinion, the adaptation of the work and job opportunities of most libraries is relatively high. As a library practitioner, our main work content is related to book management, reading services, and information retrieval. It has certain professionalism and stability in the professional field of the library. At the same time, with the advent of the digital information era, librarians need to continue to learn and

improve their information technology capabilities to meet the requirements of informationization and digital development. Overall, I think the work of the librarian is more matched with the current job opportunity. For the career development of the librarian, I want to make some suggestions. First of all, librarians can continuously improve their professionalism and skills, participate in related training and learning, maintain dynamic attention to the development of the industry, and update their knowledge and skills in a timely manner. Secondly, actively participate in academic research and professional exchanges, expand their network resources, and enhance their influence and competitiveness. In addition, you can actively participate in the cooperation of projects or teams in the museum, show your ability and potential, and strive for more development opportunities. Finally, we must maintain an open mentality and positive attitude of work, be brave to accept challenges and change, and continuously expand the space and possibilities of occupational development.

**Interviewer 7:** I think the adaptation of the work and job opportunities of the librarians is average. Many librarians will work in the post for a long time after arriving. The staff is much less than the opportunity. The library can use the advantages of the library to work hard to improve the personal titles, and use the opportunities to appoint or promote all colleges and universities to seek better development for themselves. Based on your post and do your own job. Follow the pace of the development of the times, continue to strengthen business learning, comprehensively improve their comprehensive quality, and promote and promote the development of the library to keep up with the times and innovate.

**Interviewer 8:** I think the librarian work and job opportunities are more adaptable. As the librarian, they have the opportunity to contact various knowledge and information resources, communicate and help readers, and continue to learn and update their knowledge. It is believed that the nature of the librarian is consistent with their interest and their professional background, giving them the opportunity to play their talents and enthusiasm. However, there are limited opportunities for career development in the librarian, and there are relatively few paths for promotion and promotion, which may lead to bottlenecks in career development. Due to the rapid development of technology, they need to continue to learn and adapt to new skills and tools to better

meet the needs of readers and the work requirements in the museum. Continue learning and self-improvement: The librarian should maintain the attitude of learning and constantly update his knowledge and skills. You can participate in relevant training and seminars to learn about the latest library management concepts and technologies to adapt to the changing working environment. Actively participate in professional organizations and communities: Join the professional organization or community of the librarian, communicate and cooperate with other libraries, and share experience and best practice. This can expand its own connections and understand the development of the industry. Explore diversified career development opportunities: In addition to working in the library, librarians can also consider finding career development opportunities in the fields of publishing, digital resource management, education and other fields. By expanding the path of career development, you can get more challenges and growth opportunities. Strengthening technical capabilities: With the advent of the digital era, librarians need good technical capabilities, including digital resource management, data analysis, and information retrieval. Improving its own technical ability can better adapt to the needs of modern libraries.

**Interviewer 9:** In my opinion, the adaptation of the job and job opportunities of most libraries is relatively high. As a library practitioner, our main work content is related to book management, reading services, and information retrieval. It has certain professionalism and stability in the professional field of the library. At the same time, with the advent of the digital information era, librarians need to continue to learn and improve their information technology capabilities to meet the requirements of informationization and digital development. Overall, I think the work of the librarian is more matched with the current job opportunity. For the career development of the librarian, I want to make some suggestions. First of all, librarians can continuously improve their professionalism and skills, participate in related training and learning, maintain dynamic attention to the development of the industry, and update their knowledge and skills in a timely manner. Secondly, actively participate in academic research and professional exchanges, expand their network resources, and enhance their influence and competitiveness. In addition, you can actively participate in the cooperation of projects or teams in the museum, show your ability and potential, and

strive for more development opportunities. Finally, we must maintain an open mentality and positive attitude of work, be brave to accept challenges and change, and continuously expand the space and possibilities of occupational development.

**Interviewer 10:** The adaptation setting of our own books is settled in the historical reasons. I do not evaluate it. For the career development of the librarian, I have the following suggestions: First, continue to study and grow in professional growth. The librarian should continuously improve his professional knowledge and skills, participate in training, academic exchanges and other activities, and maintain attention to the development of the industry to adapt to the continuous changes and development of the library cause. Secondly, actively participate in team cooperation and exchanges. The librarian should strengthen teamwork, promote information sharing and experience exchanges, and improve the overall performance and work efficiency of the team. At the same time, establish a good interpersonal relationship and use team strength to grow together. Furthermore, expand professional vision and development space. The librarian can pay attention to the career opportunities and trends inside and outside the industry, actively participate in academic research, project cooperation and other activities, expand the space for personal career development, and achieve personal goals and value. Finally, pay attention to self-evaluation and planning. The librarian should regularly conduct career planning and self-evaluation, understand their own advantages and disadvantages, set clear professional goals and development paths, continuously adjust and optimize personal planning, and realize the sustainability and success of career development. In summary, continuous learning, teamwork, occupational expansion and self-evaluation are the key elements of the career development of the libraries. I hope that the above suggestions can help libraries to achieve professional goals and improve their personal development level.

**Interviewer 11:** In my opinion, the adaptation of the work and job opportunities of most libraries is not enough. Based on the type, nature and characteristics of the library work, reasonable arrangements for existing personnel are made, so that each librarian can try to be competent for the service or the positions engaged in. Among them, the position setting should break the existing post mode and adopt flexible and changeable job settings and management models. Strengthen the internal training,

encourage supporters to continuously improve their professionalism and skills, participate in relevant training and learning, maintain the dynamic attention to the development of the industry, and update their knowledge and skills in a timely manner. Assist in broadening the professional ascension channel of the librarian, and continuously improves the professional literacy and service of the librarian through optimization of posts, fair competition, and encouragement of flow. Combining the work needs to conduct reasonable job exchanges and work exploration of the librarus, and enhance the environmental and business adaptability of the librarian. Strengthen the career planning and guidance of the librarian. Through professional guidance, the librarian enhances the post awareness of the post, and see the hope of personal career development, and further stimulates the enthusiasm of the librarian. Actively participate in teamwork to promote information sharing and experience exchanges. Pay attention to professional opportunities and trends inside and outside the industry, be brave to accept challenges and changes, and actively participate in academic research and project cooperation activities.

**Interviewer 12:** Attract the cultivation of talents and expand career development. First of all, to attract talents. Under the premise of completing the service goals of the library, motivating the library to achieve personal ideal goals, obtaining personal development opportunities, so that various types of people can retain and develop well, so that the "catfish effect" can fully play a role in college libraries. Essence Second, we must develop and cultivate backbones. To formulate scientific and feasible professional development goals and incentive policies, each librarian must have personal professional goals. The library must help libraries to obtain training opportunities, institutionalized personal training rotation, improve personal work satisfaction, stimulate librarian work Potential. Finally, broaden the development channel. The library implements human resource goals management, standardized the assessment system of the position, and the librarian competes for the job, and the regular rotation is scheduled. According to the development routes set by the post, the librarian has improved themselves, stimulated the librarian to dig out their potential, and ensure that all types of librarons have the corresponding development space.

**Interviewer 13:** I think the librarian work and work opportunities are more adaptable. As the librarian, they have the opportunity to contact various knowledge and information resources, communicate and help readers, and continue to learn and update their knowledge. It is believed that the nature of the librarian is consistent with their interest and their professional background, giving them the opportunity to play their talents and enthusiasm. However, there are limited opportunities for career development in the librarian, and there are relatively few paths for promotion and promotion, which may lead to bottlenecks in career development. Due to the rapid development of technology, they need to continue to learn and adapt to new skills and tools to better meet the needs of readers and the work requirements in the museum. In response to the career development of the librarian, I feel that the following feasible suggestions: 1. Continue learning and self-improvement: The librarian should maintain the attitude of learning and constantly update his knowledge and skills. You can participate in relevant training and seminars to learn about the latest library management concepts and technologies to adapt to the changing working environment. Actively participate in professional organizations and communities: Join the professional organization or community of the librarian, communicate and cooperate with other libraries, and share experience and best practice. This can expand its own connections and understand the development of the industry. Explore diversified career development opportunities: In addition to working in the library, librarians can also consider finding career development opportunities in the fields of publishing, digital resource management, education and other fields. By expanding the path of career development, you can get more challenges and growth opportunities. Strengthening technical capabilities: With the advent of the digital era, librarians need good technical capabilities, including digital resource management, data analysis, and information retrieval. Improving its own technical ability can better adapt to the needs of modern libraries.

**Interviewer 14:** The current matching of the library is relatively unreasonable, and the employment mechanism is not flexible. Because the library does not adhere to the use of scientific and reasonable evaluation methods, the human resources and job configuration of the library are unreasonable, and the ability level of some employees

cannot meet the post requirements, which affects the work of the entire library. The library needs to call for the martial arts to make a good personal development plan to clarify their personal development goals in the library. The librarian needs to formulate personal learning plans, job work plans, and service level improvement plans according to factors such as their own strengths and values, job goals, work content, library strategic goals, etc., and in this way The goal is combined to ensure that you can formulate practical goals from a macro and micro perspective, so that you have a clear direction of struggle.

**Interviewer 15:** I think there are still major problems with the adaptation of the library library and their jobs and job opportunities, and urgently need to be improved. The library should clarify the development direction of various libraries, formulate a practical career planning, and some targeted cultivation. Through diversified, professional and professional development, strengthen the core capabilities and professional literacy of the librarian team, improve the books of colleges and universities. The overall level of human resources. Encourage the support librarians to continuously improve their professionalism and skills, participate in relevant training and learning, and update personal knowledge and skills in a timely manner. By optimizing positions, fair competition, encouragement, etc., the librarian career rising channel is broaden. Combining the work needs to conduct reasonable job exchanges and work exploration of the librarians, and enhance the environmental and business adaptability of the librarian.

**Interviewer 16:** I think the adaptation of the librarian and their jobs and job opportunities is not high enough. In terms of job settings, due to the lack of scientific and reasonable plans, the setting effect is not good, and the human resources allocation is not in place. On the one hand, the corresponding deployment is not based on the personal ability and quality of the librarian, resulting in the incomplete completion of the job work; on the other hand, the characteristics of the library's post and the development needs of the composite library business are not taken into account. The use of types and professional talents lacks pertinence. For the career development of the library, the following are some suggestions: continuing education: Encourage librarians to participate in continuing education and professional training to

maintain their understanding of the latest library technology and trends. Professional certification: pursuing professional certification, such as master's degree in books and intelligence or related fields to improve professional status and knowledge level. Diversified skills: Learn diversified skills, such as information technology, data management, language ability, etc. to meet the diversified needs of library services. Participating in research: Participating in research projects in library studies and related fields can improve research capabilities and help career development.

**Interviewer 17:** The library ignores the personality characteristics of the librarian, and does not analyze the personality characteristics of the librarian, so that the career planning of the system has led to the blurred career planning of the librarian, unclear positioning, and not conducive to growth and development. From the library level, first of all, we must do a good job of related training for new employees and make employees aware of career planning. It is more complicated, because the personality traits of each employee are different; in the end, the library should work hard to provide the librarian development platform and give the librarian help in time to prevent libraries from generating professional burnout and keep them enthusiastic about work.

**Interviewer 18:** At present, the library's job matching is not the best, and it can be strengthened and improved. To determine the job reasonably, try to do his best. The library should understand the basic theory of talent distribution, and arrange various personnel to arrange various personnel in the corresponding positions according to the needs of different positions and individual characteristics. It fully reflects the value of the librarian, reflects the excellent effect of the group, and realizes its talents in the real sense. Establish a complete talent flow system. Use the method of taking turns to work to enable personnel to understand the tasks of different positions, minimize work pressure, change their thinking methods, accumulate practical experience, and improve their level of business capabilities and solve practical problems. The most important thing is to learn how to challenge themselves and enhance their own literacy and creativity

**Interviewer 19:** I think the adaptation of the work and job opportunities of the librarians is average. Many librarians will work in the post for a long time after arriving. The staff is much less than the opportunity. The library should actively transform the concept of human resources management, establish a people-oriented concept, continuously optimize the setting of the organization, and reasonably configure the librarians to know the good responsibility. In addition, to clarify the job responsibilities of the job, for the incompleteness of the post to the person, the work needs to ensure that the work can be carried out smoothly, so that the librarian can be assigned to a reasonable job, so that the competition system is more fair and disclosed. Essence The library can use the advantages of the library to work hard to improve the personal titles, and use the opportunities to appoint or promote all colleges and universities to seek better development for themselves.

**Interviewer 20:** In my opinion, the adaptation of the job and job opportunities of most libraries is relatively high. As a library practitioner, our main work content is related to book management, reading services, and information retrieval. It has certain professionalism and stability in the professional field of the library. At the same time, with the advent of the digital information era, librarians need to continue to learn and improve their information technology capabilities to meet the requirements of informationization and digital development. Overall, I think the work of the librarian is more matched with the current job opportunity. For the career development of the librarian, I want to make some suggestions. First of all, librarians can continuously improve their professionalism and skills, participate in related training and learning, maintain dynamic attention to the development of the industry, and update their knowledge and skills in a timely manner. Secondly, actively participate in academic research and professional exchanges, expand their network resources, and enhance their influence and competitiveness. In addition, you can actively participate in the cooperation of projects or teams in the museum, show your ability and potential, and strive for more development opportunities. Finally, we must maintain an open mentality and positive attitude of work, be brave to accept challenges and change, and continuously expand the space and possibilities of occupational development.









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Appendix D

The Results of the Quality Analysis of Research  
Instruments

## The Index of Objective Congruence (IOC)

### Guidelines for improving the human resource management in libraries of Guangxi universities

No	Human Resource Management in libraries	Experts					IOC	validity
		Expert 1	Expert 2	Expert 3	Expert 4	Expert 5		
Human Resource Planning								
1	Administrators point out it is the basis of all human resource management activities of university libraries.	1	1	0	1	1	0.80	valid
2	Administrators believe affects the overall human resource management effectiveness of the library.	0	1	1	1	1	0.80	valid
3	Administrators develop strategic planning, organizational planning, system planning, personnel planning and cost planning.	1	1	1	1	1	1	valid
4	Administrators confirm libraries are knowledge-intensive.							
5	Administrators evaluate and analyzes the existing talent structure and the required knowledge structure.	1	1	1	1	1	1	valid
6	Administrators use scientific methods to organize and	1	1	1	1	1	1	valid

No	Human Resource Management in libraries	Experts					IOC	validity
		Expert 1	Expert 2	Expert 3	Expert 4	Expert 5		
	design library human resource planning.							
7	Administrators complete the functional planning of the acquisition, allocation, and use of human resources.	1	1	1	1	1	1	valid
8	Administrators formulate systematic and overall human resources supply and demand plan.	1	1	1	1	1	1	valid
9	Administrators incorporate the improvement of librarian quality into the library's long-term plan.	1	1	0	1	1	0.8	valid
10	Administrators attach importance to the introduction of high-level talents and business leaders.	1	1	1	1	1	1	valid
11	Administrators strengthen the training of existing librarians and strengthens the construction of talent team, and provides assistance for the management of human resources in the library.	1	1	1	1	1	1	valid
<b>Recruitment</b>								
1	Administrators set recruitment requirements according to the	1	1	1	1	1	1	valid

No	Human Resource Management in libraries	Experts					IOC	validity
		Expert 1	Expert 2	Expert 3	Expert 4	Expert 5		
	needs of the library's development.							
2	Administrators recruit librarians in accordance with the rules of the talent market and the requirements.	0	1	1	1	1	0.8	valid
3	Administrators use all available means and media to release recruitment information to the target group.	1	1	1	1	1	1	valid
4	Administrators recruit and hire the librarians needed by the library according to certain standards.	1	1	1	1	1	1	valid
5	Administrators emphasize that recruitment is the first step in acquiring human resources for libraries.	1	1	1	1	1	1	valid
6	Administrators regard recruitment as the basis for talent selection.	1	1	1	1	1	1	valid
7	Administrators have an in-depth understanding of the overall picture of human resources.	1	0	1	1	1	0.8	valid
8	Administrators compare and analyze relevant job positions and librarian quality.	1	1	1	1	1	1	valid

No	Human Resource Management in libraries	Experts					IOC	validity
		Expert 1	Expert 2	Expert 3	Expert 4	Expert 5		
9	Administrators develop a systematic and scientific job system and job responsibilities.	1	1	1	1	0	0.8	valid
10	Administrators recruit librarians according to the actual needs of the position and optimize the human resource structure.	1	1	1	1	1	1	valid
11	Administrators analyze the recruit including environmental factors, age, knowledge structure, physical fitness, psychological quality, work experience, business ability.	1	1	1	1	1	1	valid
12	Administrators make a good job of scientific planning.	1	1	1	1	1	1	valid
13	Administrators ensure that recruiters are properly structured and improve the level of information services.	1	1	1	1	1	1	valid
<b>Training</b>								
1	Administrators train them through skill development, training and improvement, observation and learning.	1	1	1	1	1	1	valid
2	Administrators enable librarians to master relevant work skills and improve their personal qualities.	0	1	1	1	1	0.8	valid

No	Human Resource Management in libraries	Experts					IOC	validity
		Expert 1	Expert 2	Expert 3	Expert 4	Expert 5		
3	Administrators focus on the strategic height of sustainable development of human resources.	1	1	1	1	1	1	valid
4	Administrators develop practical short-, medium- and long-term training plans	1	1	1	1	1	1	valid
5	Administrators organize training for librarians.	1	1	1	1	1	1	valid
6	Administrators carry out various types of training oriented to career development.	1	1	1	1	1	1	valid
7	Administrators encourage librarians to participate in on-campus and off-campus training.	1	1	1	1	1	1	valid
8	Administrators consider the internal development needs of the library and the personal development needs of librarians.	1	1	1	0	1	0.8	valid
9	Administrators adopt internal training, academic education, expatriate learning, conference exchange and self-study training.	1	1	1	1	1	1	valid
10	Administrators establish a complete training system.	1	1	1	1	1	1	valid

No	Human Resource Management in libraries	Experts					IOC	validity
		Expert 1	Expert 2	Expert 3	Expert 4	Expert 5		
11	Administrators make up for the lack of professional knowledge of some librarians.	1	1	1	1	1	1	valid
12	Administrators develop librarians' knowledge and technological innovation.	1	1	1	1	1	1	valid
13	Administrators enhance librarians' sense of belonging and responsibility to the library.	0	1	1	1	1	0.8	valid
14	Administrators optimize the knowledge structure and talent structure of the library.	1	1	1	1	1	1	valid
<b>Performance Appraisal</b>								
1	Administrators conduct performance appraisals based on established strategic objectives.	1	1	1	1	1	1	valid
2	Administrators use scientific qualitative and quantitative methods and specific criteria.	1	1	1	1	1	1	valid
3	Administrators analyze and evaluate librarians' performance and work effectiveness.	1	1	1	1	1	1	valid

No	Human Resource Management in libraries	Experts					IOC	validity
		Expert 1	Expert 2	Expert 3	Expert 4	Expert 5		
4	Administrators give feedback on the assessment results to the librarians.	1	1	1	1	1	1	valid
5	Administrators guide librarians' later work behavior and work performance.	1	1	1	1	1	1	valid
6	Administrators regard performance appraisal as the core part of performance management.	0	1	1	1	1	0.8	valid
7	Administrators think performance appraisal can accurately identify and effectively distinguish librarian performance.	1	1	1	1	1	1	valid
8	Administrators provide the basis for the application of incentive mechanisms.	1	1	1	1	1	1	valid
9	Administrators evaluate librarians' year-end performance and summarize them as a basis.	1	1	1	1	1	1	valid
10	Administrators combine with morality, ability, diligence and performance.	1	1	1	1	1	1	valid
11	Administrators establish a scientific performance appraisal	1	1	1	1	1	1	valid

No	Human Resource Management in libraries	Experts					IOC	validity
		Expert 1	Expert 2	Expert 3	Expert 4	Expert 5		
	system to stimulate the enthusiasm of librarians.							
12	Administrators evaluate the effectiveness of librarians.	1	1	1	1	1	1	valid
13	Administrators analyze performance appraisal and are an important basis for ensuring the development of libraries.	1	1	0	1	1	0.8	valid
14	Administrators unleash the potential of librarians.	1	1	1	1	1	1	valid
15	Administrators analyze performance appraisal is an important way for library human resource management.	1	1	1	1	1	1	valid
<b>Career Development</b>								
1	Administrators help librarians acquire the knowledge and skills they need for their jobs.	1	1	1	1	1	1	valid
2	Administrators carry out developmental training and education on human resources in terms of knowledge, ability and technology.	1	1	1	1	1	1	valid
3	Administrators focus on stimulating the inner potential and motivation of librarians.	1	1	1	1	1	1	valid
4	Administrators enable librarians to better serve the	1	1	1	1	1	1	valid

No	Human Resource Management in libraries	Experts					IOC	validity
		Expert 1	Expert 2	Expert 3	Expert 4	Expert 5		
	organization and improve themselves at the same time.							
5	Administrators develop a complete career development plan to increase librarians' motivation to work.	1	1	1	1	1	1	valid
6	Administrators enhance coordination and cooperation among librarians and community cohesion.	1	1	1	1	1	1	valid
7	Administrators want to achieve a win-win goal for librarians and libraries to grow together.	0	1	1	1	1	0.8	valid
8	Administrators use professional development to motivate librarians while preventing brain drain.	1	1	1	1	1	1	valid
9	Administrators emphasize the assumption and planning to realize the self-worth of librarians and achieve their career goals.	1	1	1	1	1	1	valid
10	Administrators identify this as an integrated management process of execution, evaluation, and feedback.	1	0	1	1	1	0.8	valid
11	Administrators provide librarians with appropriate roles	1	1	1	1	1	1	valid

No	Human Resource Management in libraries	Experts					IOC	validity
		Expert 1	Expert 2	Expert 3	Expert 4	Expert 5		
	and opportunities and put them at the center.							
12	Administrators help realize the value of librarians' lives.	1	1	1	1	1	1	valid

## 1. Reliability Analysis

Simplified Format of Cronbach's Reliability Analysis		
Number of Items	Sample Size	Cronbach's Alpha Coefficient
65	205	0.947

From the table above, it can be seen that the reliability coefficient value is 0.947, which is greater than 0.9, indicating that the quality of the research data reliability is high. Regarding the " $\alpha$  coefficient with deleted items," the reliability coefficient does not significantly increase when any item is deleted. Therefore, it indicates that the items should not be deleted. Regarding the "CITC value," the CITC values for all analyzed items are above 0.4, indicating that there is a good correlation between the analyzed items, which also indicates a good reliability level. In summary, the reliability coefficient value of the research data is higher than 0.9, which comprehensively indicates high data reliability quality and can be used for further analysis.

## 2. Suitability Analysis

KMO and Bartlett's tests		
KMO value		<b>0.851</b>
Bartlett's sphericity test	Approximate chi-square	5780.565
	df	2080.000
	p-value	0.000

The KMO and Bartlett tests were used to validate the adaptability. From the table above, it can be seen that the KMO value is 0.851, which is greater than 0.8, indicating that the research data is highly suitable for extracting information (which indirectly reflects good adaptability).

Appendix E  
Certificate of English



This is to certify that

***Ms. Lin Lin***

Achieved BSRU English Proficiency Test (BSRU-TEP) level

**C1**

Given on 25<sup>th</sup> January 2021

A handwritten signature in black ink, which appears to read 'Kulsirin', is positioned above the printed name of the director.

(Assistant Professor Dr Kulsirin Aphiratvoradej)

Director

## Appendix F

The Document for Accept Research

ขว.๔๐๒๓/ ๑๑๕



## มหาวิทยาลัยมหจุฬาลงกรณราชวิทยาลัย

วิทยาเขตนครศรีธรรมราช

๓/๓ ม.๕ ต.มะม่วงสองต้น อ.เมือง จ.นครศรีธรรมราช ๘๐๐๐๐

โทร. ๐๓/๕-๓๔๒๔๔๔ โทรสาร ๐๓/๕-๓๔๕๔๖๒

๔ พฤษภาคม ๒๕๖๓

**เรื่อง** รับรองการลงบทความวิจัยเพื่อตีพิมพ์ในวารสารมหจุฬานาครทรรศน์

**เรียน** นางหลิน หลิน

ตามที่ นางหลิน หลิน และ ผู้ช่วยศาสตราจารย์ ดร.สรายุทธ์ เศรษฐขจร รองศาสตราจารย์ ดร.นิรันดร์ สุธีนิรันดร์ และผู้ช่วยศาสตราจารย์ ดร.พัชรา เดชโสม ได้ส่งบทความวิจัยเรื่อง “แนวทางการปรับปรุงการจัดการทรัพยากรมนุษย์ในห้องสมุดของมหาวิทยาลัยกวาสี” เพื่อพิจารณาตีพิมพ์ในวารสารมหจุฬานาครทรรศน์ มหาวิทยาลัยมหจุฬาลงกรณราชวิทยาลัย วิทยาเขตนครศรีธรรมราช ซึ่งได้รับการคัดเลือกเข้าสู่ฐานข้อมูล ของศูนย์ดัชนีการอ้างอิงวารสารไทย (ศูนย์ TCI) ได้ถูกจัดกลุ่มคุณภาพวารสารประจำปี พ.ศ.๒๕๖๒ ให้เป็นวารสารที่มีคุณภาพกลุ่มที่ ๒ (TCI ฐาน ๒) และอยู่ในฐานข้อมูล TCI จนถึง ๓๑ ธันวาคม ๒๕๖๓ โดยจะดำเนินการจัดพิมพ์ในฉบับต่อไปตามระยะเวลาที่กำหนดไว้ และวารสารมหจุฬานาครทรรศน์ ได้รับบทความวิจัยของท่านเป็นที่เรียบร้อยแล้ว

ในการนี้ วารสารมหจุฬานาครทรรศน์ มหาวิทยาลัยมหจุฬาลงกรณราชวิทยาลัย วิทยาเขตนครศรีธรรมราช ขอรับรองว่าบทความของท่านได้ผ่านตอบรับเพื่อพิจารณาบทความตีพิมพ์เผยแพร่ในปีที่ ๑๑ ฉบับที่ ๙ (กันยายน ๒๕๖๓) นี้ ซึ่งภายหลังจากนี้บทความจะผ่านการตรวจสอบความถูกต้องทางวิชาการ โดยกองบรรณาธิการวารสารฯ และผู้ทรงคุณวุฒิต่อไป

จึงเรียนมาเพื่อโปรดทราบและดำเนินการต่อไป

เรียนมาด้วยความเคารพ

๒/๑๖๓๓

(นางสาวปณญาดา จงละเอียด)

บรรณาธิการวารสารมหจุฬานาครทรรศน์

มหาวิทยาลัยมหจุฬาลงกรณราชวิทยาลัย วิทยาเขตนครศรีธรรมราช

## Research Profile

**Name-Surname:** Lin Lin  
**Birthday:** 2 July, 1987  
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### **Educational Background:**

- Doctor of Philosophy Program in Educational Administration, Bansomdejchaopraya Rajabhat University, in 2021
- Master of Computer, Guilin University of Electronic Science and Technology, in 2017
- Business English, *Guangxi* University of Finance and Economics, in 2012

### **Work Experience:**

- Chief of the General Section, Retirement Office, from 2023 to the present
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