



# Strategies for Creating a Happy Workplace Organization in Undergraduate Private Universities in Guangxi

Yang Xiaofeng<sup>1</sup>, Asst. Prof. Dr. Patchara Dechhome<sup>2</sup>

<sup>1</sup>Doctoral Candidate, BSRU, Thailand.

<sup>2</sup>Faculty of Education, BSRU, Thailand.

Email : <sup>1</sup>33413193@qq.com, <sup>2</sup>patchara.de@bsru.ac.th

**ABSTRACT:** The objectives of this research were: 1) the current situation of strategies for creating a happy workplace organization in Private Undergraduate Universities in Guangxi 2) Strategies for creating a happy workplace organization in Private Undergraduate Universities in Guangxi, and 3) evaluate strategies for creating a happy workplace organization in Private Undergraduate Universities in Guangxi. The total population of the research was 2600, and the sample was 335, they were middle-level administrators, basic-level administrators and full-time teachers of 11 private undergraduate universities in Guangxi. The following research instruments were: Questionnaire, Structured interview and Evaluation Form. The statistic to analyze the data were Percentages, Averages, Standard deviations and content analysis.

The research results showed that 1) the current situation of creating happy workplace organizations in private undergraduate universities in Guangxi was at a medium level. The average level of Organizational atmosphere is the highest ( $\bar{X}=3.21$ ), followed by External environment ( $\bar{X}=3.19$ ), and then Interpersonal relationship ( $\bar{X}=3.18$ ). The level of Internal management mechanism is the lowest ( $\bar{X}=3.17$ ). 2) The strategies for creating a happy workplace organization include four aspects: Internal management mechanism strategies, External environment strategies, Interpersonal relationship strategies and Organizational atmosphere strategies. The adaptability and feasibility evaluation results of the strategies implementation were high.

**KEYWORDS:** Happy Workplace Organization, Strategies, Private Undergraduate University

## 1. INTRODUCTION

Cheng Guilin (2012 P116) pointed out that, as an important part of higher education in China, Private Universities are an important support for promoting the steady development of Chinese education and the cradle for cultivating outstanding talents for the whole society. At present, under the background of Chinese social transformation and development, Chinese higher education has ushered in major changes, and the state has implemented a policy of expanding enrollment. In this process, the private universities have made significant progress, making positive

contribution which has effectively boosted the country's economic development and social progress. As the first resource of private Universities, teachers of private universities are the inheritors, disseminators and pioneers of scientific and cultural knowledge. They have trained a large number of professional and technical talents for the country and are an important driving force for the development of private universities. Whether teachers in private universities can take the initiative and actively participate in teaching mainly depends on the professional attitude of teachers. If the teachers do not have a high

sense of professional happiness, they will not have high-quality teaching with creativity and dedication., which will affect the quality of education and teaching in private universities.

Yan Liwen (2018, P76-82) pointed out that due to the weak position compared with public universities as well as their own internal management problems, the development of private universities faces a series of challenges. As for the external environment, on the one hand, the state finance does not support. Although the state has issued a series of favorable policies for the development of private universities, however, the government's financial support for private universities is extremely small, and private universities are generally limited by resource constraints. Compared with public universities, the government financial support is very small for private universities, and the development space is greatly limited. On the other hand, the society does not support. The society generally has prejudice against private universities, the public has a bias in their understanding of the educational level and strength of private universities, so they have a wrong mindset and stereotyped impression of private Universities. As for the perspective of internal construction of private universities.

After more than 30 years of development, private universities in Guangxi have become an indispensable part of higher education in Guangxi. In this research, Self-determination theory, SDT, Expectation theory, Hierarchy of needs theory, Conservation of resource theory, Career happiness theory and other theories are introduced into the construction of happy workplace in universities. On the basis of considering the importance of a happy workplace in private universities in

Guangxi , this paper attempts to analyze the current situation of happy workplace in private universities in Guangxi, comb out the existing problems from four dimensions: internal management mechanism, external environment, interpersonal relationship, and organizational atmosphere, and propose strategies for creating a happy workplace organization in private universities in Guangxi.

## **2. RESEARCH QUESTIONS**

1 . What is the current situation of creating Happy Workplace Organization in Private Undergraduate Universities in Guangxi?

2. What should be the strategies for creating a Happy Workplace Organization in Private Undergraduate Universities in Guangxi?

3. Are the strategies for creating Happy Workplace Organization in Private Undergraduate Universities in Guangxi adaptable and feasible?

## **3. LITERATURE REVIEW**

### **3.1 Concept of Education**

#### **Administration**

Zhang Lu and Gao Haifeng (2018, P22-25) believed that education administration is an activity that plans and organizes educational activities, and should be supported by information technology to improve management efficiency and service quality, and promote the transformation and upgrading of educational practices.

Zhang Yanna and Yang Bobai (2019, P44-47), consider that education administration is an activity that coordinates and controls educational activities, and that service concepts should be applied throughout the entire education

process, providing diverse service methods, strengthening communication and cooperation, and promoting innovation in educational services.

Jiao Chenghong and Tang Yuan (2019, P59-61) believe that education administration involves many aspects such as the operation, decision-making, internal management, and external organization coordination of educational institutions. The application of Internet technology can improve administration efficiency and informatization level, and promote the modernization and intelligence of campus management.

### **3.2 Concept of happiness**

Sun Ying (2004, P88) defines happiness as a psychological state when the needs, desires and goals of special significance in life are met and realized.

Xing Zhanjun (2005, P39) believes that happiness is people's subjective experience of real life. It is not only related to the objective conditions of people's life, but also reflects people's needs and values. Happiness is a kind of positive psychological experience of individual's existence and development, which is affected by the objective conditions and demand value that people have. It includes three aspects: first, people's satisfaction with the overall life and the main areas of life; Second, the sense of happiness that people experience; The third is the sense of value that people get because of the realization of their potential. Happiness is the organic unity of people's sense of satisfaction, happiness and value to their living conditions. In terms of form, happiness is a kind of psychological experience and subjective. In terms of content, happiness is a positive existence and development situation that people experience and is objective.

### **3.3 Concept of happy workplace**

Xinrong L (2007). equates Happy Workplace with professional happiness. The researcher combed and summarized the definition of happy workplace in literature research, and found that there are two main views: (1) focusing on the satisfaction of physical space and positive emotional experience.

Maslow in 1943. Maslow believes that human needs are divided into seven levels from low to high like a ladder: physiological needs, safety needs, belonging and love needs, respect needs, knowledge needs, understanding needs, beauty needs and self-actualization needs.

### **3.4 Concept of private undergraduate Universities**

Liu Yang (2017) believed that Undergraduate Universities refer to non-profit higher education institutions that are non-state institutions, social organizations or private organizations that raise funds or collect tuition fees, are listed in the national unified enrollment plan, and have the qualification of independent academic certification.

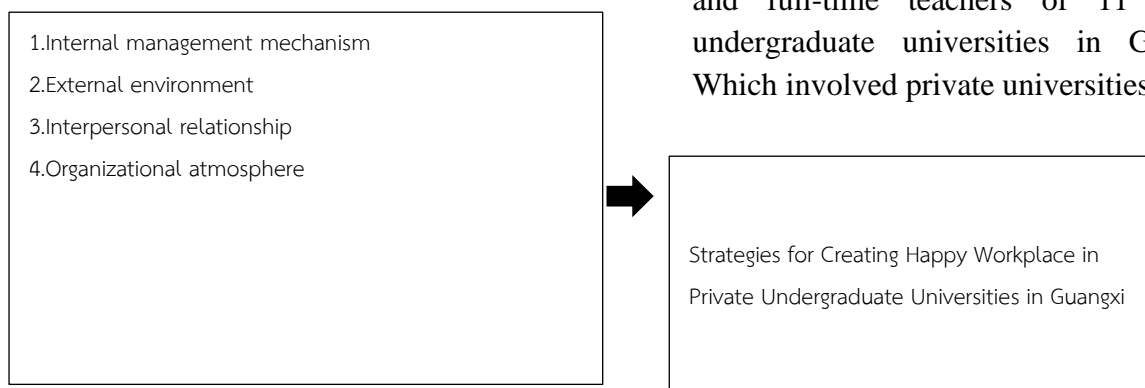
### **3.5 Related research**

Wanner Wilson wrote the first review on happiness in 1967, "The Related Factors of Self-proclaimed Happiness", and made a systematic theoretical elaboration and general summary of the research on happiness. With the rise of positive psychology, research on positive psychological states such as happiness has gradually become popular.

Geng Yaning. (2018). explored the correlation between the elderly's happiness and stress levels. Xu Lan et al. evaluated the happiness and depression of the widowed elderly in the elderly apartment, and found that there was a significant

negative correlation between the happiness of the widowed elderly in the apartment and their depression, but there were very few studies on the adult population and other populations.

**Figure 1** Research Framework



## 4. RESEARCH CONCEPTUAL FRAMEWORK

administrators, basic-level administrators and full-time teachers of 11 private undergraduate universities in Guangxi. Which involved private universities in

## 5. OBJECTIVES OF THE RESEARCH

1. To study the current situation of creating happy workplace organization in private universities in Guangxi.

2. To create Strategies for creating happy workplace organization in Private Undergraduate Universities in Guangxi.

3. To evaluate the adaptability and feasibility of strategies for creating happy workplace organization in Private Undergraduate Universities in Guangxi.

## 6. RESEARCH METHODOLOGY

### 6.1 Population and Sample

#### 6.1.1 Population

The total population of this research was 2600. They were middle-level

**Table 1:** Table of sampling distribution

No.	University	City	Population	Sample Group
1	Nanning University	Nanning	436	32
2	Guangxi University of Foreign Languages	Nanning	337	36

Nanning, Guilin, Liuzhou, Beihai, and Chongzuo.

#### 6.1.2 Sample

According to Krejcie and Morgan (1970) sampling table, the sample size is 335. By using method of Stratified Random sampling and using Sample random sampling by population size from 11 private undergraduate universities in Guangxi. The sample distribution is shown in Table 1

3	Xiangsihu College of GuangxiMinzu University	Nanning	238	29
4	Faculty of Chinese Medicine Science GuangxiUniversity of Chinese Medicine	Nanning	217	12
5	Shiyuan Colege of Nanning Normal University	Nanning	205	33
6	Nanning College of Technology	Nanning	185	44
7	Guilin University	Guilin	239	26
8	Guilin Institute of Information Technology	Guilin	179	24
9	Liuzhou Institute of Technology	Liuzhou	266	33
10	Beihai University of Art and Design	Beihai	186	37
11	GuangxiCity Vocational University	Chongzuo	112	78
<b>total</b>			<b>2600</b>	<b>335</b>

**Step 1: Set the research ideas.**  
**Step 2: Design and survey questionnaire.**  
**Step 3: Design a structured interview outline.**

**Step 4: Evaluate the adaptability of the strategies.**

## 7. RESEARCH RESULTS

**Table 2** Analysis of Current Situation for Creating Happy Workplace Organization in Private Undergraduate Universities in Guangxi (n=335)

Happy Workplace	$\bar{X}$	SD	Level	Order
1 Internal management mechanism	3.17	0.72	Medium	4
2 External environments	3.19	0.72	Medium	2
3 Interpersonal relationship	3.18	0.74	Medium	3
4 Organizational atmospheres	3.21	0.78	Medium	1
<b>Total</b>	<b>3.19</b>	<b>0.74</b>	<b>Medium</b>	

According to the data interpretation in Chapter 3, It can be found from Table 4-2 that according to the opinions of middle-level administrators, basic-level administrators and full-time teachers of Private Undergraduate Universities in Guangxi on the current situation of creating a Happy Workplace Organization. The average level is at the middle level

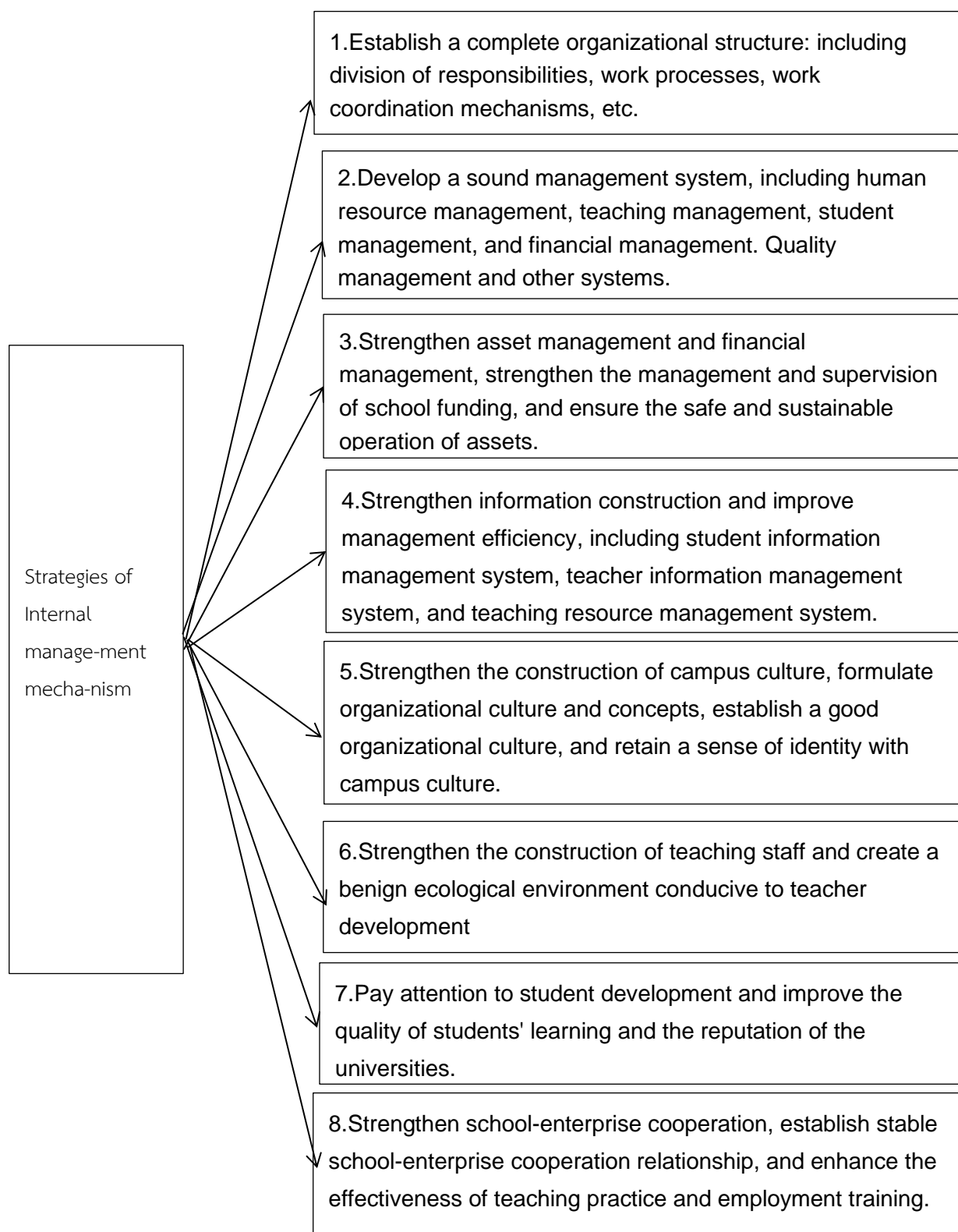
### Table 3 Information of Interviewees

( $\bar{X}$ =3.19). It can be found that the average level of Organizational atmosphere is the highest ( $\bar{X}$ =3.21), followed by External environment ( $\bar{X}$ =3.19), and then Interpersonal relationship ( $\bar{X}$ =3.18). The level of Internal management mechanism is the lowest ( $\bar{X}$ =3.17).

No.	Position	Expe- rience	University
Interviewee 1	Middle-level administrator/ associate professor	17	Nanning University
Interviewee 2	full-time teacher/ professor	15	Nanning University
Interviewee 3	Middle-level administrator	22	GuangxiUniversity of foreign Languages
Interviewee 4	full-time teacher/ associate professor	13	GuangxiUniversity of foreign Languages
Interviewee 5	Middle-level administrator/ associate professor	10	Guilin University
Interviewee 6	full-time teacher/ associate professor	11	Guilin University
Interviewee 7	Middle-level administrator/ associate professor	14	Liuzhou Institute of Technology
Interviewee 8	full-time teacher/ professor	16	Liuzhou Institute of Technology
Interviewee9	Middle-level administrator/ associate professor	11	Beihai university of Art and Design
Interviewee10	full-time teacher/ professor	12	Beihai university of Art and Design

The interview outline designed by the researcher, this study selected 5 Universities from 11 Private Undergraduate Universities in Guangxi as a sample group, which included Nanning University, Guangxi University of Foreign Languages, Guilin University, Liuzhou Institute of Technology, and Beihai University of Art and Design. A total of 10 people from the above 5 universities were interviewed by structured interviews, which includes middle and senior leaders, basic

administrators, and full-time teachers, all these interviewees have the professional title of associate professor or above and have worked in a private undergraduate university in Guangxi for at least 5 years. The list of interviewees is shown in Table 3



**Figure 2** Strategies of Internal management mechanism

## 8. CONCLUSION AND DISCUSSION

### 8.1 Conclusion

The purpose of this research is :

1. To study the current situation for creating happy workplace organization in Private Undergraduate Universities in Guangxi.

2. To create Strategies for creating

happy workplace organization in Private Undergraduate Universities in Guangxi.

3. To evaluate strategies for creating happy workplace organization in Private Undergraduate Universities in Guangxi.

The conclusions are as follow:

**The current situation of creating happy workplace in Private Undergraduate Universities in Guangxi.**

The current situation of creating a happy workplace organization in private undergraduate universities in Guangxi is at a medium level ( $\bar{X}=3.19$ ). And the average level of Organizational atmosphere is the highest ( $\bar{X}=3.21$ ), the level of Internal management mechanism is the lowest ( $\bar{X}=3.17$ ).

The current situation of Internal management mechanism in private undergraduate universities in Guangxi is at a medium level. The mean of “1. The rules and regulations and work processes of the university are complete” is the highest ( $\bar{X}=3.31$ ), and “3. The work process of the university is clear and effective” is the lowest ( $\bar{X}=3.06$ ).

The current situation of External environment in private undergraduate universities in Guangxi is at a medium level. The mean of “4.Recognition and support from higher education administrative departments” is the highest ( $\bar{X}=3.29$ ), and “2.The policies and regulations of private universities issued by the state and local governments are objective and reasonable” is the lowest ( $\bar{X}=3.13$ ).

The current situation of Interpersonal relationship in private undergraduate universities in Guangxi is at a medium level, The mean of “7.The relationship between students is

harmonious.” is the highest ( $\bar{X}=3.27$ ), and “5.Teachers can freely talk with their superiors about work issues” is the lowest ( $\bar{X}=3.03$ ).

The current situation of organizational atmosphere in private undergraduate universities in Guangxi is at a medium level, The mean of “4.Teachers' new ideas are easily accepted by leaders” is the highest ( $\bar{X}=3.27$ ), and “7.Teachers communicate with the students Closely.” is the lowest ( $\bar{X}=3.11$ ).

**Strategies for creating happy workplace organization in Private Undergraduate Universities in Guangxi.**

Four strategies for creating happy workplace organization in private undergraduate universities in Guangxi, with a total of 33 measures was proposed:

In terms of internal management mechanism strategies, a total of 8 measures are proposed:

(1) Establish a complete organizational structure: including division of responsibilities, work processes, work coordination mechanisms, etc.

(2) Develop a sound management system, including human resource management, teaching management, student management, and financial management. Quality management and other systems.

(3) Strengthen asset management and financial management, strengthen the management and supervision of school funding, and ensure the safe and sustainable operation of assets.

(4) Strengthen information construction and improve management efficiency, including student information management system, teacher information management system, and teaching resource management system.



(5) Strengthen the construction of campus culture, formulate organizational culture and concepts, establish a good organizational culture, and retain a sense of identity with campus culture.

(6) Strengthen the construction of teaching staff and create a benign ecological environment conducive to teacher development

(7) Pay attention to student development and improve the quality of students' learning and the reputation of the school.

(8) Strengthen school-enterprise cooperation, establish stable school-enterprise cooperation relationship, and enhance the effectiveness of teaching practice and employment training.

As for strategies for external environment , 9 measures are proposed:

(1) Strengthen cooperation with local governments and seek policy and financial support.

(2) Strengthen communication and cooperation with all sectors of society, including enterprises, industries, universities, etc., strive for support from all sectors of society, and jointly build and share resources.

(3) Strengthen communication with parents and alumni to enhance cohesion and development potential.

(4) Standardize school running behavior and improve social recognition.

(5) Strengthen international exchanges and cooperation, and enhance the internationalization level of universities.

(6) Strengthen publicity and marketing to increase awareness and influence.

(7) The government has introduced preferential policies for loan interest rates for private universities, creating a convenient financing environment for

private universities, and further expanding hardware investment in private universities.

(8) The government provides incentives in terms of policies, benefits, and honors to attract outstanding domestic and foreign scholars and high-level talents to teach in private universities, improving the quality of teaching and the strength of the school's teaching team.

(9) The government coordinates scientific and technological departments, non-governmental resources, and even international cooperation methods to provide support for private universities.

In terms of interpersonal relationship strategies, a total of 8 measures are proposed:

(1) Establish an effective communication mechanism and an efficient communication platform to facilitate communication and communication between teachers and leaders, between teachers, and between teachers and students, in order to enhance mutual understanding and respect.

(2) Building a harmonious and positive campus cultural atmosphere: including various sports, workshops, salons, and other activities to enhance communication and create a relaxed, free, and harmonious campus cultural atmosphere.

(3) Strengthen the management of teacher-student relationship: build a teacher-student relationship that respects, trusts, supports, and cares for students.

(4) Strengthen communication and communication between students: establish a good platform for mutual assistance and exchange among students, organize diverse community activities, and enhance students' communication and cooperation abilities with each other.

(5) Standardize campus order and maintain campus stability and order.

(6) Create a good working and living environment, provide a career development platform for teachers, and stabilize the teaching team.

(7) Establish a team building and cooperation mechanism, improve the team building mechanism, encourage teachers to unite and collaborate, and actively engage in learning and work.

(8) Establish a complete software and hardware service system to improve the quality of work and life of teachers and students.

As for strategies of organizational atmosphere, 8 measures are proposed:

(1) Clear objectives and school running philosophy: establish correct school running objectives and concepts, participate in all staff, and promote together.

(2) Establish a reward and punishment mechanism: Establish an effective performance reward mechanism, while implementing serious disciplinary measures, and correct the work attitude and behavior of faculty and staff.

(3) Establish a transparent, equal, and mutually respectful communication mechanism to promote information sharing and interactive exchange.

(4) Strengthen team building: Encourage communication and cooperation among employees, promote cross department team collaboration, and enhance team cohesion.

(5) Create an innovative atmosphere: Focus on decentralization, encourage employees to provide opinions and suggestions, and create an organizational atmosphere conducive to innovation and development.

(6) Establish a care and support mechanism for faculty and staff, including welfare benefits, training and development,

physical and mental health, family status, etc., to establish a good organizational image.

(7) Implement internal evaluation mechanisms: including human resource management, administrative management, financial management, teaching management, service level evaluation, etc., to timely improve issues and promote harmonious development of the organization.

(8) Establish a reasonable campus management plan, including a system of separation of powers and responsibilities, internal and external communication mechanisms, coordination mechanisms between principals and departments, student autonomy, and group autonomy.

### **Strategies evaluation results for creating happy workplace organization in Private Undergraduate Universities in Guangxi.**

The adaptability and feasibility of 33 measures for the four aspects of creating a Happy Workplace Organization in Private Undergraduate Universities in Guangxi are at high and highest level:

(1) The average value of all adaptability items is between 3.60 and 4.80, which is at high or highest level, which indicates that the strategies have high or highest adaptability.

(2) The average value of all feasibility items is between 3.80 and 4.80, which is at high or highest level, indicating that the strategies have high or highest feasibility.

## **8.2 Discussion**

Through a survey of the current situation of creating happy workplace organization in private undergraduate universities in Guangxi, it is found that there are many problems in the internal

management mechanism, external environment, interpersonal relationship, and organizational atmosphere of Guangxi private undergraduate universities. By analyzing the average and standard deviation of internal management mechanisms, external environment, interpersonal relationship, and organizational atmosphere, it is found that they are at a medium level and require improvement.

### **Discussion on internal management mechanism:**

The current situation of Internal management mechanism in private undergraduate universities in Guangxi is at a medium level. It mainly because of:

(1) The organizational structure is inadequate, the workflow is unclear, and the system construction is imperfect. which is consistent with the research conclusions of Santiago. (Santiago et al. 2008, P127)

(2) The informatization construction is backward. this is consistent with the research conclusion of Niu Qingsong (2017, P55).

(3) Problems such as inadequate teacher team construction and management, lack of teaching quality assurance system, and lack of campus culture construction. Which are consistent with the research conclusions of Liao Xuejun (2013, P26).

In order to solve these problems, the researcher has proposed a total of 8 measures to optimize internal management mechanisms. The standard for measuring the strategies of internal management mechanism is consistent with Li Juan (2011, P119). He believes that to optimize the internal management mechanism, measures such as establishing a sound organizational structure, formulating a sound management system, strengthening

asset management and financial management, and strengthening the management and supervision of school funding should be taken. Strengthening information construction and improving management efficiency is in line with the viewpoint of Niu Qingsong (2017, P55). Strengthening the construction of campus culture, strengthening the construction of teaching staff, paying attention to student development, and strengthening school-enterprise cooperation are consistent with the research results of Liu Yang (2019, P114).

### **Discussion on external environment:**

The current situation of External environment in private undergraduate universities in Guangxi is at a medium level. It mainly because of:

(1) The government's policies and systems on private universities are not sound, the policies and systems formulated by the government are not conducive to promoting the development of private universities,

(2) Private universities do not fully utilize relevant national policies.

(3) Enterprises, industries, Parents of students and other sectors of society do not support, as well as low social awareness and recognition.

These are consistent with the research conducted by Sheng Zhenwen (2015, P39).

To solve these issues, the researcher has proposed a total of 9 measures to optimize the external environment. The measurement measures for optimizing the external environment strategies are consistent with Huang Tao (2019, P8), who believes that optimizing the external environment requires strengthening cooperation with local governments, strengthening communication and

cooperation with all sectors of society, and seeking support from external policies, funds, and resources. Strengthen publicity and marketing, strengthen communication and communication with parents and alumni to enhance social awareness and recognition, which is consistent with Zou Wanli's (2017, P33) viewpoint. Standardizing school running behavior, improving social recognition, the government issuing relevant preferential policies, providing incentives in terms of treatment and honors, coordinating scientific and technological departments, non-governmental resources, and even international cooperation methods, and providing support for private universities are consistent with Guo Defu's (2010, P105) viewpoint.

#### **Discussion on interpersonal relationship:**

The current situation of interpersonal relationship in private undergraduate universities in Guangxi is at a medium level. It mainly because of:

(1) There are inadequate communication mechanisms, lack of communication platforms, weak campus cultural atmosphere, and imperfect software and hardware service construction in the interpersonal relationships of private undergraduate universities. These are consistent with the view of Yin Ying (2014, P299).

(2) The tense relationship between leaders and teachers, as well as the unstable teaching team, have led to a lack of deep feelings among teachers, unstable relationships, and an imperfect team building mechanism. These are consistent with the view of Chen Lixia (2018, P111).

(3) Communication between teachers and students is not smooth, which

is consistent with the view of Li Juan (2011, P59).

To solve these issues, the researcher has proposed eight strategies for building good interpersonal relationship. The measures to create interpersonal relationship are consistent with Su Qian's (2019, P89) research and believe that it is necessary to build effective communication mechanisms and efficient communication platforms; Building a harmonious and positive campus cultural atmosphere; Strengthening the management of teacher-student relationship; Strengthen communication and contact between students; Standardize campus order and maintain campus stability and order; Create a good working and living environment, etc.

#### **Discussion on organizational atmosphere:**

The current situation of organizational atmosphere in private undergraduate universities in Guangxi is at a medium level. It mainly because:

(1) Leaders of private universities have backward management concepts and do not pay attention to the personal feelings of teachers and students

(2) Private universities have unclear goals and concepts, imperfect reward and punishment mechanisms, and unclear responsibilities.

(3) It is a lack of humanistic care mechanism for teachers, students, and employees, and a good humanistic care atmosphere has not been created.

These are consistent with the research of Su Qian, Li Qiang, and Zeng Bowen (2019, P88).

In order to solve these problems, the researcher has proposed a total of 8 measures to create a good organizational atmosphere. Consistent with the views of Yu Zicong and Li Haibin (2017, P136). The private universities should clarify their goals and educational philosophy, and establish a reward and punishment mechanism. Creating an innovative atmosphere and establishing a care and support mechanism for faculty and staff, which is consistent with Cao Hongfang's (2013, P229) viewpoint.

## 9. RECOMMENDATIONS

### **Internal management mechanism:**

According to the average and standard deviation of the current situation of internal management mechanisms obtained through descriptive statistical analysis, the mean of "The work process of the university is clear and effective" is the lowest, with an average score of 3.060, which indicates that the clarity and efficiency of work processes are at a relatively low level in private undergraduate universities in Guangxi.

Therefore, the private undergraduate universities should strengthen the following aspects: First, to develop clear work processes and process manuals to help teachers clarify their responsibilities, avoid duplication of work, and improve efficiency. The second is to strengthen information construction, optimize work processes using office automation software or management information systems, to improve the efficiency and accuracy of information processing, and thereby improve work efficiency. The third is to establish communication channels to ensure smooth communication between teachers or departments, enable better collaborative work, and avoid

misunderstandings and obstacles in communication.

**External environment:** According to the average and standard deviation of the current situation of external environment obtained through descriptive statistical analysis, The mean of "The policies and regulations of private universities issued by the state and governments are objective and reasonable" is the lowest, with an average score of 3.131. Which indicates that among private universities in Guangxi, the policies and regulations issued by the state and governments are at a relatively low level.

Therefore, when formulating policies related to private undergraduate universities, national and local governments should consider the following aspects: First, optimize the financial subsidy policies for private universities, gradually eliminate restrictions on the scale of running schools in accordance with the principles of fairness, transparency, and competition, improve the quality of education, and improve the funding support for the environment for running schools. The second is to encourage non-governmental capital and social organizations to participate in higher education and promote the diversified development of education. Establish and improve a credit evaluation mechanism, and provide corresponding support and support to private colleges and universities that fulfill their social responsibilities. Third, strengthen the protection of intellectual property rights, protect the legitimate rights and interests of private universities in scientific research, technology transfer, product development, and promote the transformation of scientific and technological achievements into economic benefits.

### **Interpersonal relationship:**

According to the average and standard deviation of the current situation of interpersonal relationship obtained through descriptive statistical analysis, the mean of "Teachers can freely talk with their superiors about work issues" is the lowest, with an average score of 3.030. Which indicates that the communication between teachers and leaders in private undergraduate universities in Guangxi is at a relatively low level.

Therefore, the private undergraduate universities in Guangxi should strengthen the following aspects: first, establish a communication mechanism between leaders and teachers, establish a communication platform, on the one hand, establish platforms such as suggestion boxes and networks for teachers to provide suggestions and opinions; On the other hand, regularly organize and hold teacher seminars to listen to teachers' opinions and suggestions. The second is to strengthen the construction of teacher teams, establish teacher delegations, academic committees, and other institutions, and allow teacher representatives to communicate and negotiate with leaders to speak for teachers. The third is to establish a working mechanism for leaders to connect with the grassroots level, promote a working mechanism for each university leader to connect with a secondary college, a teaching and research office, and a teacher, and carry out regular contact activities. Leaders go deep into the front line of teachers to understand their thoughts, thoughts, and requirements.

### **Organizational atmosphere:**

According to the average and standard deviation of the current situation of organizational atmosphere obtained through descriptive statistical analysis, the

mean of "Teachers communicate with the students Closely." is the lowest, with an average score of 3.110. Which indicates that the communication between teachers and students is at a relatively low level in private undergraduate universities in Guangxi.

Therefore, the private undergraduate universities in Guangxi need to strengthen in the following aspects: First, to establish a communication mechanism between teachers and students, establish a communication platform between teachers and students in and out of the classroom, online or face-to-face. For example, to establish an online teaching platform, provide teachers and students with online communication opportunities that are not limited by time and space. Teachers push important information and notifications through the online platform, allowing students to continuously follow up on the dynamics of the school and teachers. The second is to establish a teaching evaluation and feedback mechanism. Students can provide feedback and evaluation on teachers' teaching, help teachers improve teaching effectiveness, and effectively test students' learning effectiveness. Third, organize and carry out disciplinary and professional activities, such as academic lectures, academic salons, special seminars, practical activities, and other activities, to strengthen the communication between teachers and students.

## **10. BIBLIOGRAPHY**

1. Chen Lixia, Yang Qiang. (2018). Research on the interpersonal relationship of teachers in private universities - based on the perspective of social network analysis, (J) Education Research, (10), P103-112.
2. Geng Yaning, Yao Wenwen. (2018).

- Exploring Strategies for Constructing a Happy Workplace Organization in Private Colleges and Universities: Taking a University in Nanjing as an Example (J) *China New Engineering Research*, (4), P31-33.
3. Guo Defu. (2010). The Survival and Development of Private Colleges and Universities in the Financial Crisis, (J) *Business Economics Research*, (14), P104-105.
  4. Guilin.C. (2012). Research on the correlation between job satisfaction and job burnout of  
a. teachers in Private Undergraduate Universities[J]. *China Adult Education*, (6), P115-  
b. 116.
  5. Jiao Chenghong, Tang Yuan (2019) . "Research on Innovation in Campus Management Based on Internet Technology", *Journal: Education and Teaching Forum*, Vol. 49, No. 2, pp. 59-61.
  6. Liao Xuejun. (2013). Strategies and Paths for Deepening the Reform of the Internal Management Mechanism of Private Universities, (J) *Journal of Bohai University (Social Science Edition)*, 19 (2), P25-27.
  7. Liu Yang. (2017). Research on the Relationship between Emotional Intelligence and Job Burnout of Teachers in Private Colleges and Universities in Jiangsu Province (J) *Journal of Lanzhou Institute of Education* (7) ,P165-166.
  8. Li Juan. (2011). "On the Construction and Management of Interpersonal relationship between Teachers and Students in Private Colleges and Universities, Author (J), *Journal of Jiujiang University*, 29 (2), P58-60.
  9. Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50, 370–396.
  10. Niu Qingsong Wang, Zuo Hong, Zhao Liquui. (2017). Research on the Internal Information System Management Mechanism of Private Colleges and Universities (J). *Vocational Education Research* (6), P54-57.
  11. Santiago,P.et al. (2008). Tertiary Education for the knowledge Society: Volume 1,OECD. Paris.
  12. Sheng Zhenwen. (2015). "Research on the Sustainable Development of Private Colleges and Universities from the Perspective of Sustainable Competitive Advantage Theory" (C) 1994-2022 China Academic Journal Publishing House All rights reserved. <http://www.cnki.net>. P25-56.
  13. Su Qian, Li Qiang, Zeng Bowen, (2019). Research on the impact of organizational climate on faculty participation in private universities, (J) *Laboratory Research and Exploration*, 38 (2), P88-92.
  14. Warner, K. W. (1967). Problems in Measuring the Goal Attainment of Voluntary Organizations. *Adult Education*, 19, 4.
  15. Xinrong L.(2007). Research on coping with job burnout of college teachers based on organizational support theory[J].*Journal of China Institute of Labor Relations*.
  16. Ying. S. (2004). *On Happiness* [M]. Beijing: People's Publishing House.
  17. Yin Ying. (2014). Research on Employee Interpersonal Conflict in Private Colleges and Universities, (J) *Press (Academic Edition)*, (3), P298-299.
  18. Yu Zicong, Li Haibin. (2017). Analysis of the Role of Organizational

- Atmosphere in the Construction of Campus Culture in Private Colleges and Universities (J) Education and Teaching Forum, (6), P135-137.
19. Yan Liwen, Zhou Haitao. (2018). Analysis on the Level of Job Burnout and Influencing Factors of Teachers in Private Colleges, Journal of National Academy of Education Administration. (2): P76-82.
  20. Zhang Lu, Gao Haifeng (2018) . "Research on Educational Management Models Based on Modern Information Technology", Journal: Educational Theory and Practice, Vol. 38, No. 2, pp. 22-25.
  21. Zhanjun.X. (2005). Measuring Happiness: A Study on the Measurement of Subjective happiness [M]. Beijing: People's Publishing House.
  22. Zhang Yanna and Yang Bobai, "Research on Innovation in Higher Education Service" (2019), Journal: Modern Vocational Education Research, Issue 6, pp. 44-47.
  23. Zou Wanli, Shi Lu, Li Kaixin. (2017). Research on the External Environment and Countermeasures Faced by Private Colleges and Universities, (J) Modern Education Management, (11), P32-34.