

**การบริหารงานบุคคลของผู้บริหารสถานศึกษา
ในวิทยาลัยการบินปักกิ่ง ภายใต้การกำกับของกรุงปักกิ่ง
PERSONNEL MANAGEMENT OF ADMINISTRATORS
IN BEIJING AIR TRAVEL COLLEGE UNDER BEIJING**

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บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อ (1) ศึกษากระบวนการบริหารงานบุคคลของผู้บริหารในวิทยาลัยการบินปักกิ่ง สังกัดกรุงปักกิ่ง และ (2) เสนอแนวทางในการพัฒนาการบริหารงานบุคคลของผู้บริหารในวิทยาลัยดังกล่าว การวิจัยครั้งนี้เป็นการวิจัยเชิงสำรวจ กลุ่มประชากร ได้แก่ ครูผู้สอนในวิทยาลัยการบินปักกิ่ง ซึ่งปฏิบัติงานในปีการศึกษา 2567 จำนวนทั้งสิ้น 240 คน กลุ่มตัวอย่างกำหนดโดยใช้ตารางของ Krejcie และ Morgan และสุ่มตัวอย่างแบบง่าย (Simple Random Sampling) ได้กลุ่มตัวอย่างจำนวน 148 คน เครื่องมือที่ใช้ในการวิจัยประกอบด้วย แบบสอบถามมาตราส่วนประมาณค่า 5 ระดับ และแบบสัมภาษณ์แบบกึ่งโครงสร้างสำหรับผู้บริหารจำนวน 3 คน การวิเคราะห์ข้อมูลเชิงปริมาณใช้สถิติเชิงพรรณนา ได้แก่ ค่าความถี่ ร้อยละ ค่าเฉลี่ย และส่วนเบี่ยงเบนมาตรฐาน ส่วนการวิเคราะห์ข้อมูลเชิงคุณภาพใช้การวิเคราะห์เนื้อหา

ผลการวิจัยพบว่า (1) กระบวนการบริหารงานบุคคลของผู้บริหารในวิทยาลัยการบินปักกิ่ง โดยภาพรวมอยู่ในระดับสูง และ (2) แนวทางในการพัฒนาการบริหารงานบุคคลของผู้บริหาร ประกอบด้วย 5 แนวทางหลัก ได้แก่ (1) การเสริมสร้างความโปร่งใสและความไว้วางใจ (2) การให้ความสำคัญต่อความต้องการรายบุคคลและการบริหารจัดการที่มีมนุษยธรรม (3) การส่งเสริมการพัฒนาและฝึกอบรมบุคลากร (4) การพัฒนาระบบบริหารผลการปฏิบัติงานและกลไกการให้ข้อเสนอแนะ และ (5) การเพิ่มประสิทธิภาพการสื่อสารและการรับฟังความคิดเห็นของบุคลากร

คำสำคัญ: การบริหารงานบุคคล, ผู้บริหาร, วิทยาลัยการบินปักกิ่ง, กรุงปักกิ่ง

Abstract

The objectives of this research were: (1) to study the level of personnel management of administrators in Beijing Air Travel College under Beijing, and (2) to guidelines for enhancing the personnel management of administrators in Beijing Air Travel College under Beijing.

The research was survey research. The population were teachers who work in academic year 2024 total 240 teachers, the sample size was determined according to the table of Krejcie & Morgan and obtained by simple random sampling total 148 teachers. A five-point rating scale questionnaire. Key informants: for in depth interviews total 5 administrators at Beijing Air Travel College, Data analysis using frequency, percentage, mean, Standard Deviation and content analysis.

The research results were as a follow; (1) the level of personnel management of administrators in Beijing Air Travel College under Beijing, overall was at high level, (2) to guidelines for enhancing the personnel management of administrators in Beijing Air Travel College under Beijing included 7 guidelines; Increasing transparency and trust, Focus on individual employee needs and humanized management, Enhancing staff development and training opportunities, Strengthen performance management and feedback, Improving Communication and Feedback Channel and Feedback Mechanism, Career Path Planning, and Enhancing Work-Life Balance and Employee Well-Being;

Keywords: Personnel Management, Administrators, Beijing Air Travel College, Beijing.

Introduction

In the era of globalization and informatization, higher education institutions are facing intense competitive pressure. The quality of education and the ability to cultivate talent have emerged as key factors in enhancing the competitiveness of universities. In this context, managing and developing the human resources (HR) of faculty members and administrative staff has become a central concern for university administrators. As a specialized institution in aviation and tourism education, Beijing Air Travel College faces unique challenges in improving the efficiency and career development of its faculty and administrative staff through effective human resource management (HRM) strategies. These challenges include recruitment, training, performance evaluation, and the development of incentive mechanisms,

which directly impact the career development and job satisfaction of faculty members, as well as the performance and career progression of administrative staff. Therefore, studying the HRM practices at Beijing Air Travel College is of significant practical relevance, particularly in terms of understanding their impact on the career growth and work performance of both faculty and administrative personnel.

As the global landscape continues to evolve rapidly, the importance of human resources as a critical element in fostering development has become increasingly prominent. However, the mere existence of human capital is not sufficient to ensure organizational progress; it must be transformed into valuable human resources through systematic planning, adequate training, and proper education (Becker, 1964). Without such transformation, an organization's growth will remain nominal, and achieving its mission and objectives will be difficult. Human capital, defined as the sum of knowledge, skills, and abilities possessed by individuals in a society, is central to the success of any organization. Effective utilization of human capital can, in turn, drive the optimal use of other resources, including financial, physical, and technological assets.

China has recognized the importance of human resources and has committed itself to developing individuals with the necessary knowledge and capabilities to drive national and organizational efficiency. Vocational education institutions, including Beijing Air Travel College, play a vital role in this developmental framework, aiming to equip students with the skills needed to thrive in the workforce. Nevertheless, the management of vocational education faces several challenges, such as insufficient public awareness and a lack of positive encouragement for students to pursue vocational training. Although the Chinese government has recognized the significance of vocational education for decades, there are still widespread misconceptions that vocational education limits future career opportunities. This perception is gradually changing with recent reforms, such as the 2022 amendments to the Vocational Education Law, which emphasize the equal importance of vocational education alongside general education (Li, 2022).

The revised Vocational Education Law aims to elevate the status of vocational education by recognizing it as an equally valuable form of education, offering students the same opportunities for career progression and further academic advancement as those in regular schools. Such reforms not only enhance the public perception of vocational education but also guide the management of institutions like Beijing Air Travel College,

ensuring they align with national educational policies and objectives. Visionary leadership is critical in this regard, as it ensures that personnel management practices are effective and contribute to the overall success of the institution.

Personnel management, or human resource management (HRM), encompasses all activities related to the recruitment, development, and management of individuals within an organization. In the context of higher education institutions like Beijing Air Travel College, effective personnel management is essential to maintaining an efficient and motivated workforce. Good personnel management requires both technical expertise and interpersonal skills. Administrators must be adept in recruitment, selection, performance evaluation, promotion, training, and other HR functions, while also addressing employee grievances and fostering a positive work environment (Sabharwal, 2013). Successful personnel management ensures that faculty and administrative staff remain engaged, motivated, and committed to the institution's goals.

In recent years, China's government has placed significant emphasis on strengthening vocational education policies as part of its broader economic and social development strategies. The structural transformation of the economy and the development of the labor market necessitate the development of highly skilled workers, which can be achieved through improved vocational education. The new Vocational Education Code, amended in 2022, underscores the importance of vocational education as a key tool for technological progress and talent development (Li, 2022). The legislation ensures that vocational education institutions like Beijing Air Travel College operate under clear legal guidelines, promoting fairness and inclusivity. It also aims to eliminate discriminatory practices related to employment and career development, providing vocational students with the same rights and opportunities as those in general education.

The significance of human resource management (HRM) in vocational education is particularly important in the context of Beijing Air Travel College, which has been dedicated to providing high-quality education since its establishment in 2002. As a private institution, it faces the dual challenge of aligning its educational objectives with national policies while simultaneously maintaining a competitive edge in an increasingly globalized educational environment (Li, 2022). Understanding and improving the college's HRM practices, particularly those related to faculty and administrative staff development, will have lasting benefits for both the institution and its employees. Effective HRM practices are essential in

ensuring that the workforce is motivated, skilled, and capable of meeting the institution's goals (Sabharwal, 2013).

Effective HRM practices can enhance the career progression of faculty members, improve job satisfaction, and contribute to the overall performance of administrative staff (Becker, 1964). In turn, these improvements will have a positive impact on the quality of education provided to students and the long-term success of the college. For administrators at Beijing Air Travel College, research on HRM practices will offer valuable insights into how to optimize the management of human resources (Li, 2022). These insights can inform the development of targeted strategies that align with the college's educational objectives, promote a supportive work environment, and foster a culture of continuous improvement (Sabharwal, 2013). Moreover, the research will contribute to a more comprehensive understanding of the challenges and opportunities facing educational institutions in China, particularly in the realm of vocational education. By examining the experiences of Beijing Air Travel College, this study can provide valuable lessons for administrators in similar institutions across the country, helping them navigate the complexities of HRM in a competitive and rapidly changing educational landscape.

In conclusion, studying the personnel management practices at Beijing Air Travel College is crucial for improving the efficiency and effectiveness of the institution's operations. This research will provide administrators with actionable recommendations for enhancing the professional development and work performance of faculty and administrative staff. Furthermore, it will contribute to the broader understanding of HRM in the context of vocational education, offering insights that can be applied across a range of educational settings. Ultimately, the findings of this research will support the long-term development of Beijing Air Travel College, enabling it to better serve its mission and adapt to the evolving demands of the global educational environment.

Purposes

1. To study the level of personnel management of administrators in Beijing Air Travel College under Beijing.
2. To guidelines for enhancing the personnel management of administrators in Beijing Air Travel College under Beijing.

Benefit of Research

1. For the policy level; the research provides insights into effective HRM practices that can inform policies aimed at enhancing vocational education. It supports the development of strategies that improve staff development, align education with national priorities, and ensure that vocational institutions remain competitive globally.

2. For Administrators; the research offers practical strategies to optimize HRM practices, fostering a supportive work environment, enhancing staff performance, and aligning HRM with educational objectives. This leads to improved employee satisfaction, retention, and long-term institutional success.

3. For Personal Development; the research emphasizes continuous learning and professional development for faculty and staff. By adopting HRM strategies, individuals can enhance their skills, increase job satisfaction, and advance their careers, leading to greater personal fulfillment and professional growth.

Research Process

Part 1: Preliminary Study and Instrument Development; The first phase involved studying the current situation of personnel management at the college. This included document analysis and informal discussions to identify key variables. Based on the findings, a research framework and instruments were developed.

Part 2: Quantitative Data Collection; in the second phase, a questionnaire using a 5-point Likert scale was distributed to administrators to assess the current level of personnel management across identified variables. The data were analyzed to determine trends and areas for improvement.

Part 3: Qualitative Data Collection and Guideline Proposal; The third phase involved semi-structured interviews with a selected administrators total of 5 administrators. Content analysis was used to interpret the data and identify best practices. The results were used to propose practical guidelines for improving personnel management in the college.

Population and Sample

The population for this study comprised 240 faculty members employed during the 2024 academic year at Beijing Air Travel College under Beijing. The sample size was determined by Krejcie and Morgan's table (1970), a sample of 148 participants was deemed appropriate for this population size. The sample was selected using simple random

sampling to ensure equal representation and minimize bias.

In addition, three administrators were selected as key informants for in-depth interviews using purposive sampling total of 5 key informants. These individuals were chosen based on their roles and responsibilities in personnel management, allowing for a high experience minimum of 10 years, the relevant insights into practices and challenges.

Instruments

1. Questionnaire; to assess the level of personnel management among administrators at Beijing Air Travel College. The questionnaire uses a 5-point Likert scale to measure various aspects of personnel management, such as recruitment, training, performance evaluation, and job satisfaction. Distributed to the sample of 148 administrators and faculty members, the responses were used for quantitative data analysis. The Index of Item-Objective Consistency (IOC) for this study was calculated using a range of 0.67 to 1.00, which indicates acceptable to excellent levels of consistency between each item and its corresponding objective (Rovinelli & Hambleton, 1977). Cronbach's alpha was used to assess the internal consistency of the questionnaire, with a coefficient of 0.95. It is considered acceptable when the Cronbach's alpha coefficient is higher, ensuring that the items reliably measure the same construct (Cronbach, 1951).

In this study, the researcher adopts the concept of personnel administration from Lantang, D. et al. (2023) to propose seven components of human resource management. These components are: 1) Employee Planning, 2) Employee Procurement, 3) Employee Development, 4) Promotion and Transfer, 5) Dismissal, 6) Compensation, and 7) Employee Assessment, all of which are relevant to personnel management for administrators at Beijing Air Travel College under Beijing. Total 45 questions.

2. Semi-Structured Interviews; to gather in-depth insights into the personnel management practices at the college from the perspective of administrators. Semi-structured interviews were conducted with 5 key informants selected, administrators. The interviews followed a flexible format, allowing for both structured questions and open-ended responses to explore key issues related to personnel management. These interviews were used for qualitative data collection for content analysis, providing high experience for discussion to propose guidelines, a detailed responses that informed the development of guidelines for improving personnel management practices.

Data analysis

Data analysis was conducted in two stages. For the quantitative data from the questionnaire, descriptive statistics and inferential analysis were used to assess the level of personnel management practices among administrators, identifying the level of personnel management of administrators. For the qualitative data from the semi-structured interviews to discussions, content analysis was employed to identify key themes, patterns, and insights regarding personnel management practices. The combined findings from both quantitative and qualitative data provided a comprehensive understanding of the current state of HRM practices at Beijing Air Travel College for propose guidelines for enhancing the personnel management of administrators.

Conclusion and discussion

1. General data analysis results of the samples

Presents the demographic of the 148 teachers. In terms of educational background, 45.9% hold a bachelor's degree, 52% have a master's degree, and 2% possess a doctorate. Regarding job categories, 54.1% are administrative staff, while 45.9% are faculty members. Additionally, 62.8% of respondents have over 8 years of work experience, indicating a workforce with significant experience.

2. Result of Data Analysis of the detailed questionnaire

For the evaluation process, a 5-level assessment scale was employed as detailed:

Table 1 Showed the mean, standard deviation, and level of personnel management of school administrators at Beijing Air Travel College under Beijing. Overall and in each aspect. (n=148)

No.	Personnel management of administrators of school	\bar{x}	S.D.	Level
1	Employee planning	3.78	0.86	high
2	Employee procurement	3.83	0.85	high
3	Employee development and development	3.82	0.81	high
4	Promotion mutation	3.84	1.05	high
5	Dismissal	3.67	1.09	high
6	Compensation	3.63	1.04	high
7	Employee assessment	3.70	0.85	high
	Total	3.75	0.94	high

From Table 1, it can be found that the management level of the managers of Beijing Air Travel College is high (Mean=3.75). In all aspects, was at a high level. Promotion and mutation have the highest mean (Mean=3.84), followed by employee procurement (Mean=3.83) and compensation has the lowest mean. (Mean=3.63). The results in Table 1 indicate that the overall personnel management of administrators at Beijing Air Travel College (Mean = 3.75, SD = 0.94). Each aspect of personnel management also shows a high level, with individual mean scores ranging from 3.63 to 3.84. The highest-rated aspect is promotion and mutation (Mean = 3.84), reflecting the importance placed on career growth and role changes within the institution. This is crucial for maintaining motivation and retaining staff, as opportunities for promotion are often linked to job satisfaction and long-term engagement. Employee procurement (Mean = 3.83) follows closely, indicating that recruitment practices are highly effective in attracting the right talent for the college. It is vital to ensure that the organization has a skilled and capable workforce to meet educational and administrative demands. On the other hand, compensation (Mean = 3.63) has the lowest rating, which could suggest that while compensation is generally seen as adequate, there may be room for improvement to better align with employee expectations or industry standards. Addressing this could enhance job satisfaction and reduce turnover. Overall, the findings highlight the significance of personnel management components like career advancement, recruitment, and compensation in supporting a productive and motivated workforce at the college.

3. Result of interviews from 5 key informants for the proposed guidelines to enhancing the personnel management of administrators in Beijing Air Travel College under Beijing

The interviews conducted with five administrators identified Seven key factors for improving human resource management (HRM) practices at Beijing Air Travel College. The following seven guidelines from 5 key informants, derived from content analysis, focus on enhancing the effectiveness of HRM across different aspects:

1. Increasing Transparency and Trust; a common recommendation from the experts was to establish open communication channels, such as regular staff meetings and transparent decision-making processes, to enhance trust between management and employees. This can help reduce information asymmetry and foster a deeper understanding of management decisions. Guideline: (1) implement regular feedback sessions, internal

bulletin boards, and email updates to promote transparency, and (2) strengthen leadership credibility and ensure fair and impartial decision-making.

2. Focus on Employee Needs and Humanized Management; key informants emphasized the importance of addressing employees' personal needs to enhance job satisfaction and loyalty. This includes offering flexible working hours, mental health support, and work-life balance initiatives. Guideline: (1) introduce flexible leave systems, (2) provide psychological support, and (3) offer personalized career development opportunities based on employee strengths and interests.

3. Enhancing Employee Development and Training; training and career development are crucial to improving employee satisfaction and performance. Experts recommended creating a structured training system, including pre-employment, on-the-job training, and cross-departmental rotations, to improve employees' competencies. Guideline: (1) organize regular professional development training, (2) facilitate cross-departmental rotations, and (3) develop clear promotion pathways to enhance staff motivation and career progression.

4. Strengthening Performance Management and Feedback; experts agreed on the significance of a fair and transparent performance management system to boost motivation and work efficiency. A well-structured performance appraisal system can provide timely and constructive feedback to employees. Guideline: (1) establish clear, (2) quantifiable performance appraisal criteria, (3) provide immediate feedback, and (4) use “public praise, private criticism” to ensure both recognition and constructive criticism.

5. Improving Communication and Feedback Channels; the lack of effective communication was identified as a barrier to a positive working atmosphere. Experts recommended regular communication meetings and the use of anonymous suggestion boxes to address employee concerns. Guideline: (1) create regular communication sessions for staff to express their opinions and implement anonymous suggestion boxes, and (2) to encourage open feedback without fear of retaliation.

6. Career Path Planning; experts noted that employees' long-term career development and job satisfaction are closely tied to clear career progression plans. Developing clear career paths motivates staff to stay with the institution and excel in their roles. Guideline: (1) design personalized career development plans, (2) establish clear promotion criteria, and (3) align staff development programs with organizational goals.

7. Enhancing Work-Life Balance and Employee Well-Being; providing employees with flexibility and support for maintaining a healthy work-life balance was highlighted as crucial for maintaining job satisfaction and mental health. Guideline: (1) introduce mental health support programs, (2) stress management workshops, and (3) flexible working options to ensure employees' well-being and work satisfaction.

These guidelines reflect the critical aspects of HRM that contribute to the overall effectiveness and competitiveness of Beijing Air Travel College. By addressing transparency, employee needs, development opportunities, performance management, communication, career progression, and work-life balance, the college can strengthen its organizational culture, enhance job satisfaction, and foster a more cohesive and motivated workforce. Continuous improvement in these areas is essential for maintaining long-term growth and success in the increasingly competitive educational environment.

Discussion

The results of the interviews highlight several key guidelines for improving Human Resource Management (HRM) at Beijing Air Travel College. These guidelines align with well-established principles in the field of HRM, particularly in the areas of transparency, employee development, performance management, and work-life balance. Increasing transparency and trust is emphasized by experts, as it fosters a positive work environment and enhances employee engagement. This aligns with the work of Armstrong (2014), who argues that transparent communication is crucial for building trust within organizations. Similarly, focusing on employee needs and humanized management, including flexible working arrangements and mental health support, resonates with the concept of work-life balance as explored by Greenhaus and Allen (2011). These approaches contribute to higher job satisfaction and organizational commitment.

Enhancing employee development and training is another significant guideline, emphasizing continuous professional development. This is supported by Noe (2017), who notes that training is essential for improving organizational performance and employee skills. Furthermore, the strengthening of performance management systems and feedback mechanisms is linked to improving work efficiency and motivation, which corresponds with the findings of Kuvaas (2016) on the importance of transparent performance evaluations for increasing employee motivation and commitment. Improving communication and feedback

channels is another guideline that fosters a more supportive work environment. This supports the work of Harter, Schmidt, and Hayes (2002), who found that effective communication is a key driver of employee engagement and overall organizational success. Lastly, prioritizing work-life balance and employee well-being aligns with studies by Frone (2003), which suggest that a healthy work-life balance is fundamental to maintaining employee productivity and satisfaction. In conclusion, the guidelines derived from the interviews with administrators align with key principles in HRM literature, offering valuable insights into how Beijing Air Travel College can optimize its HRM practices to support both employee development and organizational success.

Recommendation

1. Recommendation for policy formulation and improving Human Resource Management at Beijing Air Travel College

Enhance Transparency and Trust; establish regular staff meetings and open channels for decision-making to build trust and foster a transparent work environment.

Address Employee Needs; implement flexible working hours and provide mental health support to enhance work-life balance and employee satisfaction.

Develop Comprehensive Training Programs; create structured training opportunities, including on-the-job training and cross-departmental rotations, to improve staff competency and engagement.

Strengthen Performance Management; develop clear, quantifiable performance appraisal standards and provide timely feedback to enhance motivation and work efficiency.

Improve Communication Channels; improving regular communication meetings and introduce anonymous suggestion boxes to encourage open, honest feedback from staff.

Offer Career Development Paths; establish clear career progression plans and promotion criteria to motivate employees and align their growth with institutional goals.

Promote Employee Well-being; introduce wellness programs, stress management workshops, and flexible leave systems to support employees' physical and mental well-being.

2. Recommendation for Further Research

2.1 Exploring the Impact of HRM on Faculty Performance, in future research could focus on examining how specific HRM practices, such as training and performance appraisal

systems, directly affect faculty performance and student outcomes at Beijing Air Travel College.

2.2 Investigating Employee Retention Strategies. The research could explore the factors influencing employee retention, particularly within the administrative staff, and how HRM practices such as compensation, career development, and work-life balance impact staff retention rates.

2.3 Comparative Study of HRM Practices Across Educational Institutions, a comparative study between Beijing Air Travel College and other vocational institutions in Beijing or globally could provide insights into best practices in HRM and identify areas for improvement in the college's current HR strategies.

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