

**WORK EFFICIENCY OF ADMINISTRATORS IN HAIKOU
UNIVERSITY OF ECONOMICS UNDER
HAINAN PROVINCE**

Zhang Chunbo

Master of Education

Leadership in Educational Administration

Faculty of Education, Bangkokthonburi University

6633300012@bkkthon.ac.th

ABSTRACT

The objectives of this research were: (1) To study the level of work efficiency of administrators in Haikou University of Economics under Hainan Province; and (2) to compare teacher's perceptions of work efficiency of administrators in Haikou University of Economics under Hainan Province classified by work experience and educational level.

The research methodology was survey research. The population consisted of 1,400 teachers in Haikou University of Economics under Hainan Province, the People's Republic of China. The sample consisted of 302 teachers. The sample size is determined by the table of Krejcie & Morgan (1970) and was obtained by stratified random sampling using faculty as strata and simple random sampling stratified employed. The statistics used for data analysis were frequency, percentage, mean, Standard Deviation, and t-test.

The research results showed that: (1) Job Analysis was found, the level of Work Efficiency of Administrators in Haikou University of Economics under Hainan Province overall at a high level; and (2) teachers with different work experience came to recognize Work Efficiency of Administrators in Haikou University of Economics under Hainan Province, classified by work experience and educational level, overall and in each aspect were not different.

Keywords: Work Efficiency, Administrators, Haikou University of economics,
Hainan Province

INTRODUCTION

In the era of globalization, with the continuous change of communication technology, the mutual transfer of economic conditions and information. Fast and fast change itself is a powerful driving force. Every country should be aware of the importance of change. Sustainable development is preparation for change. The direction of national development must adapt to changes—common development in many areas, such as society, organization, sustainable development, or adequate economy. Technological change and management modernity, and ultimately human development, are in many aspects of development. Human development is the beginning of development because everyone is the most important, learning and self-development. Therefore, people are the most important factor and the result of development. Therefore, all societies attach importance to people's quality and ability to develop themselves and society, including the country. To succeed, one must start from childhood. Children are the future of the country.

Teachers, whose main responsibilities are teaching and learning, promote learners' learning. In addition, the Ministry of education should promote teacher development, quality, and standard of education personnel. This study shows that schools or educational institutions should be properly guided and coordinated to enhance the ability of teachers and educators. Teachers are essential to teaching management.

On the other hand, teaching in every school cannot continue. Therefore, the efficiency and efficiency of teaching management is reduced. In addition, the reduction of teachers' work efficiency is caused by many factors, except for two conclusions. This is a factor. I think personal factors include gender, age, education level, marital status, income and teaching experience. Second, students' level, teachers' teaching, and working factors are the opportunities for work. Relationship with colleagues, love and pride, freedom of opinion on work.

The results of this study will directly affect students' learning process, the potential of school education management in the field of education management, and the importance of the work efficiency of teachers and educators.

This study aims to explore the efficiency and effectiveness of teaching management so that the development of students becomes more excellent. In addition, the purpose of this study is to study the factors that affect teachers' work efficiency. In this study, managers can use this information to solve management problems.

From the results of independent research, it is found that these factors are caused by the school's management, which may affect the morale of teachers and the future of the school. The results show that the teaching management is effective.

Research Objectives

1 To study the level of work efficiency of administrators in Haikou University of Economics under Hainan Province.

2 To compare teacher's perceptions of work efficiency of administrators in Haikou University of Economics under Hainan Province classified by work experience and educational level.

Conceptual Framework

In this research, the researchers use the concepts of Frederick Winslow Taylor (1911) concept in Work Efficiency. Define a conceptual framework for the Work efficiency of administrators in Haikou University of Economics under Hainan Province, as shown in Figure 1:

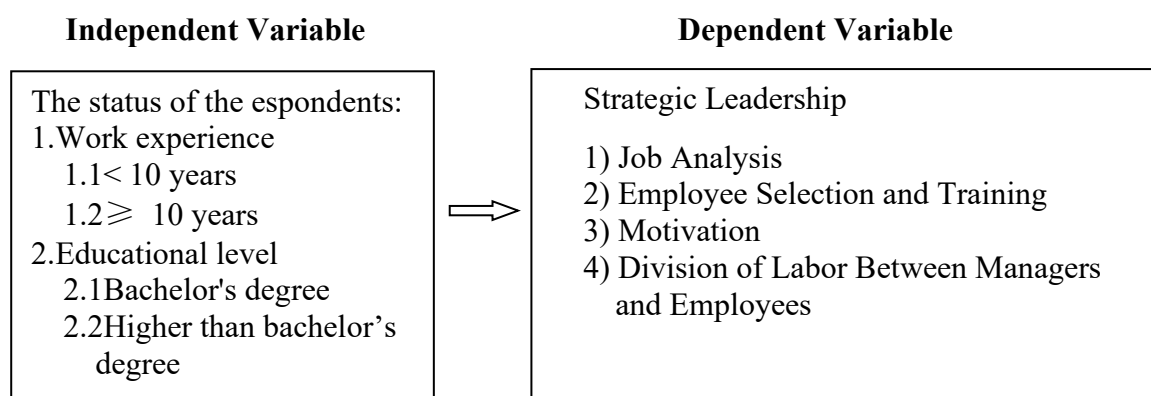


Figure 1 – Conceptual Framework

Methods of conducting research

Population: The population were teachers in Haikou University of Economics under Hainan Province in year 2025 consisted of 1,400 teachers.

Sample: The sample consisted of 302 teachers in Haikou University of Economics under Hainan Province. The sample size is determined by the table of Krejcie & Morgan (1970) and was obtained by stratified random sampling using faculty as strata and simple random sampling stratified employed.

Research instruments

The instrument used in this study was a questionnaire. This questionnaire is divided into two parts as follows:

Part 1: Questionnaire about the general information of the respondents.

Part 2: The questionnaire on Work efficiency of administrators in Haikou University of Economics under Hainan Province, consists of four aspects: 1) Job Analysis; 2) Employee Selection and Training; 3) Motivation; 4) Division of Labor Between Managers and Employees.

Data analysis

This research title was Work efficiency of administrators in Haikou University of Economics under Hainan Province. The objectives: (1) To study the level of work efficiency of administrators in Haikou University of Economics under Hainan Province. (2) To compare teacher's perceptions of work efficiency of administrators in Haikou University of Economics under Hainan Province classified by work experience and educational level.

Data analysis results

Table 1 General information of the respondents:

(n=302)

General Information	Frequency	Percentage
1. Work Experience		
1.1 < 10 years	124	41.10
1.2 ≥ 10 years	178	58.90
Total	302	100
2. Educational Level		
2.1 Bachelor's degree	70	23.20
2.2 Higher than Bachelor's degree	232	76.80
Total	302	100

Table 1 was found that the teachers of Work Efficiency of Administrators in Haikou University of Economics under Hainan Province had the respondents had 178 people representing 58.90% have more than 10 years of work experience and 232 people representing 76.80% of educational level.

Table 2 Show the Mean, Standard Deviation, and level of the Work Efficiency of Administrators in Haikou University of Economics under Hainan Province, overall and in each aspect:

(n=302)

No.	Work Efficiency of Administrators	$\bar{X}$	S.D.	Level
1	Job Analysis	3.60	0.89	high
2	Employee Selection and Training	3.61	0.85	high
3	Motivation	3.62	0.89	high
4	Division of Labor Between Managers and Employees	3.62	0.89	high
Total		3.61	0.86	high

Table 2 was found that the Work Efficiency of Administrators in Haikou University of Economics under Hainan Province: overall and in each aspect at a high level ($\bar{X} = 3.61$). Considering and in each aspect, it was found that all aspects were at a high level. Motivation and Division of Labor Between Managers and Employees had the highest mean ($\bar{X} = 3.62$), followed by Employee Selection and Training ($\bar{X} = 3.61$), and Job Analysis had the lowest mean ($\bar{X} = 3.60$).

Table 3 Comparison of Work Efficiency of Administrators in Haikou University of Economics under Hainan Province, classified by work experience, overall aspect.:

(n=302)

Work Efficiency of Administrators	work experience						t	Sig.
	< 10 years			≥10 years				
	N	$\bar{X}$	S.D.	N	$\bar{X}$	S.D.		
1.Job Analysis	124	3.66	0.92	178	3.56	0.87	0.950	0.343
2.Employee Selection and Training	124	3.66	0.88	178	3.58	0.83	0.821	0.408
3.Motivation	124	3.67	0.90	178	3.58	0.88	0.932	0.349
4.Division of Labor Between Managers and Employees	124	3.64	0.90	178	3.60	0.90	0.373	0.709
Total	124	3.66	0.88	178	3.58	0.84	0.769	0.428

Table 3 was found that the work efficiency of administrators in Haikou University Economics under Hainan Province, classified by work experience were not different.

Table 4 Comparison of Work Efficiency of Administrators in Haikou University of Economics under Hainan Province, classified by educational level, overall aspect.:

(n=302)

Work Efficiency of Administrators	Educational level						t	Sig.
	Bachelor's degree			Higher than Bachelor's degree				
	N	$\bar{X}$	S.D.	N	$\bar{X}$	S.D.		
1.Job Analysis	70	3.74	0.84	232	3.56	0.90	1.54	0.123
2.Employee Selection and Training	70	3.80	0.78	232	3.55	0.87	2.11*	0.036
3.Motivation	70	3.80	0.80	232	3.56	0.90	1.99*	0.048
4.Division of Labor Between Managers and Employees	70	3.75	0.84	232	3.58	0.90	1.41	0.160
Total	70	3.77	0.80	232	3.56	0.87	1.81	0.07

Table 4: was found that the Work Efficiency of Administrators in Haikou University Economics under Hainan Province, classified by educational level was not different but Employee Selection and Training aspect and Motivation aspect are different.

Discussion

Based on the research objectives, the discussion will be presented as follows:

1. Discussion about major findings of objective 1

1) Job Analysis

Listening was found, the level of work efficiency of administrators in Haikou University of Economics under Hainan Province overall at a high level. Administrators generally have a clear understanding of their job responsibilities, work procedures, and role expectations, while items related to workload balance and task coordination showed comparatively lower mean scores. Because clear job positioning and task

clarity help reduce role ambiguity but uneven workload distribution may still exist, these conditions may influence the further improvement of work efficiency, the findings were in the same direction as those of Zhang (2015), who emphasized that clear role definition and systems thinking are fundamental to improving administrative efficiency in learning-oriented educational organizations.

2) Employee Selection and Training

Empathy was found,, the level of work efficiency of administrators in Haikou University of Economics under Hainan Province overall at a high level. Administrators generally perceive personnel allocation and basic professional training as effective, while opportunities for advanced and differentiated training showed relatively lower mean values. Because appropriate selection and routine training support daily administrative work but may not fully address diverse professional development needs, training effectiveness may vary among administrators, the findings were in the same direction as those of Xu (2020), who highlighted that continuous learning and structured professional development play a crucial role in enhancing performance within educational organizations.

3) Motivation

Healing was found, the level of work efficiency of administrators in Haikou University of Economics under Hainan Province overall at a high level. Administrators generally respond positively to recognition and performance evaluation mechanisms, while long-term career development incentives received comparatively lower mean scores. Because short-term motivational practices help maintain work engagement but limited long-term incentives may reduce sustained motivation, the effectiveness of motivation mechanisms may differ across individuals, the findings were in the same direction as those of Zhao (2022), who pointed out that supportive incentive systems and recognition mechanisms are essential for sustaining motivation and organizational learning in educational institutions.

4) Division of Labor Between Managers and Employees

Self-Awareness was found,, the level of work efficiency of administrators in Haikou University of Economics under Hainan Province overall at a high level.

Administrators generally experience clear authority relationships and effective communication with supervisors, while cross-departmental coordination showed relatively lower mean scores. Because clear managerial guidance supports efficient task completion but complex organizational structures may challenge interdepartmental collaboration, coordination efficiency may vary across administrative units, the findings were in the same direction as those of Wang (2018), who emphasized that leadership support, coordination, and adaptive management are key features of effective learning organizations in educational contexts.

2. Discussion about major findings of objective 2

The comparative analysis results from the level of work efficiency of administrators in Haikou University of Economics under Hainan Province, classified by work experience and educational level, are discussed as follows.

1) Teachers with different work experience came to recognize the work efficiency of administrators in Haikou University of Economics under Hainan Province, classified by work experience overall was not different. This indicates that administrators' work efficiency is perceived consistently by teachers regardless of differences in work experience. Because learning-oriented administrative practices emphasize shared vision, collaboration, and collective problem-solving, such practices tend to generate stable perceptions across groups with different lengths of service. The findings were in the same direction as those of Li (2017), who found that learning organization principles promote consistent collaboration and job satisfaction among members with varying professional experience.

2) Teachers with different educational levels came to recognize the work efficiency of administrators in Haikou University of Economics under Hainan Province, classified by educational level overall was not different, but differences were found in the employee selection and training aspect and the motivation aspect. This suggests that while overall evaluations of administrative work efficiency remain similar across educational backgrounds, expectations related to professional development opportunities and motivational mechanisms differ. Because individuals with higher educational attainment may place greater emphasis on training quality and motivational

incentives, variations emerge in these specific dimensions. The findings were in the same direction as those of Liu (2021), who emphasized that systems thinking enables organizations to maintain overall stability in performance perception while allowing differences to appear in specific functional areas.

Recommendations of research

1)As workload balance and task coordination received the lowest scores within the job analysis dimension, it is recommended that the university further refine task allocation mechanisms among administrators. Clearer differentiation of responsibilities and more flexible workload adjustment strategies should be introduced to ensure that administrative tasks are distributed more equitably. Regular reviews of job assignments may help reduce overload and improve overall work efficiency.

2)Given that opportunities for advanced and differentiated training scored lowest in the employee selection and training dimension, it is suggested that the university diversify its training programs. Tailored professional development initiatives should be designed to meet the needs of administrators with different educational backgrounds and career stages. Such targeted training may enhance skill development and better support long-term administrative performance.

3)As long-term career development incentives were identified as the weakest aspect within the motivation dimension, it is recommended that the university establish clearer promotion pathways and long-term incentive mechanisms. In addition to short-term rewards, administrators should be provided with opportunities for career advancement and professional recognition, which may help sustain motivation and improve long-term work efficiency.

4)Since cross-departmental coordination received the lowest evaluation in the division of labor dimension, it is recommended that communication channels between administrative units be further strengthened. The establishment of interdepartmental coordination platforms and regular coordination meetings may help improve information sharing and collaborative problem-solving, thereby enhancing administrative efficiency.

Recommendations for the next research

In addition to examining work efficiency from the perspective of learning organization theory, future related research may explore administrators' work efficiency from other analytical angles.

1) Research may investigate the relationship between leadership styles and administrative work efficiency, focusing on how different leadership approaches influence administrators' motivation and performance.

2) Organizational culture and institutional climate may be examined as important contextual factors affecting work efficiency, particularly in higher education settings undergoing reform and transformation.

3) Future studies could consider individual-level factors such as job stress, role conflict, and professional identity to gain a more comprehensive understanding of their influence on administrative work efficiency.

4) Technological factors, including the use of digital management systems and information technology, may be incorporated as research variables to assess their impact on administrative efficiency.

References

- Amabile, T. M. (1996). *Creativity in context*. Westview Press.
- Argyris, C., & Schön, D. A. (1996). *Organizational learning II: Theory, method, and practice*. Addison-Wesley.
- Barnard, C. I. (1938). *The functions of the executive*. Harvard University Press.
- Berkovich, I. (2016). School leaders and transformational leadership theory: Time to part ways? *Journal of Educational Administration*, 54(5), 609–622.
- Bertalanffy, L. von. (1968). *General system theory: Foundations, development, applications*. George Braziller.
- Billett, S. (2010). Learning through practice: Beyond informal and towards a framework for learning through practice. *International Journal of Lifelong Education*, 29(1), 31–48.

Brown, J. S., & Duguid, P. (1991). Organizational learning and communities-of-practice: Toward a unified view of working, learning, and innovation. *Organization Science*, 2(1), 40–57.