


# Organizational culture, organizational commitment and employee performance in private universities: Basis for an effective human resource management

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## ***Abstract***

The purpose of this study is to explore the organizational culture, organizational commitment and employee performance of the private universities in China, and to propose an effective human resource management framework to strengthen the organizational culture construction of the private universities and improve the organizational commitment and employee performance of the employees. This study uses an improved questionnaire as a data collection tool. The participants in the study were 403 employees from five private universities in Jinan, Qingdao, Yantai, Weifang and Zibo. Weighted averages and grades are used to describe organizational culture in organizational leadership, organizational cohesion, work tasks, and success criteria; evaluate organizational commitment on emotional, normative, and sustained commitment; and determine employee performance within the task, relevant, and work attitude dimensions. The research shows that respondents have the same understanding of the organizational culture of their private colleges and universities, including organizational leadership, organizational cohesion, work tasks and success criteria. They agree with the employee's organizational commitment in terms of emotional commitment, normative commitment, and ongoing commitment; They also reached a consensus on the impact of these private universities on employee performance in the aspects of task dimension, correlation dimension and work attitude dimension. There is a highly significant relationship between organizational culture, organizational commitment and employee performance in private colleges and universities. In order to improve the organizational culture, organizational commitment and employee performance of private colleges and universities, the strategic human resources development model is put forward.

***Keywords:*** organizational culture, organizational commitment, employee performance, human resource management, private universities

## **Organizational culture, organizational commitment and employee performance in private universities: Basis for an effective human resource management**

### **1. Introduction**

The construction of high-level private colleges and universities is an inevitable requirement for the intension development of Chinese higher education. It is also a trend to improve the overall quality of Chinese higher education and accelerate the realization of the transformation from a great educational power to a great educational power. Obviously, as more and more independent colleges are converted into private undergraduate universities, the level of China's private universities, whose students account for nearly a quarter of the country's higher education, will directly affect the realization of the goal of education power. Without the modernization and quality improvement of private colleges and universities, the modernization of higher education will be out of the question.

Behind the rapid development of non-governmental university, faced with the conflict between public welfare and profit-making inconsistent, and still need to straighten out the relationship between government and private colleges, educational resources and relatively insufficient infrastructure assurance ability, discipline and specialty construction level is relatively high, teachers' professional development bottleneck of dilemma (Rui Nian & Liu, 2021). Especially in the construction of the teaching staff, most private institutions of higher education still employ teachers with a combination of full-time and part-time jobs. This will lead to problems such as unstable teachers, weak teachers, poor teaching quality and difficult employment of students, which will further affect the quality improvement of private colleges and universities.

Existing research shows that social factors (external environment, national policy, etc.), organizational situational factors (organizational requirements, organization, coordination and openness, organizational culture and organizational climate, leadership, etc.) and the individual factors (age, sex, occupation, etc.) are to a certain extent, promote or inhibit the ascension of employee performance (Zhao et al., 2022).

Organizational culture is the source of competitive advantage of enterprises, and can gradually form a strong cohesion force. The goal of organizational culture construction, such as organizational leadership, organizational cohesion, work tasks, success criteria, etc. (Tang, 2021), is to create a good cultural environment in which everyone can be valued and respected, so as to encourage organization members to actively realize and explore their own values. In the environment of fierce competition in private colleges and universities, how to improve employee performance is the key to enhance the core competitiveness of private colleges and universities. How to motivate employees to practice the organizational culture is the key factor for its stability and development (Huang Lili, 2022). The construction of a higher level of organizational culture has a significant positive impact on employees' organizational commitment and employee performance (Wei, 2022).

Private universities in China face many difficulties in maintaining staff commitment. Human resource management in private colleges and universities mostly adopts the human resource management model similar to that of enterprises, which may lead to problems such as lack of sense of belonging of teachers, high turnover rate, frequent turnover of teachers in private colleges and universities, and worrying ratio of students and teachers (Zuo, 2018). The organizational commitment of employees in private colleges and universities is low, and individual recognition of organizational culture has a significant regression effect on affective commitment, normative commitment and continuing commitment. It is necessary to strengthen the construction and optimization of organizational culture to improve teachers' organizational commitment and establish an effective retention mechanism (Liu, 2021). In addition, the salaries, working conditions and social reputation of teachers in private universities are lower than those in public universities, which also leads to their lack of organizational commitment.

In the process of development, private colleges and universities have encountered an embarrassing situation, that is, although they have a millennium of history, they have become new things due to the transformation of economic system, and everything has to start all over again. Their educational philosophy and management mode, etc., are widely borrowed from public colleges and universities in China, but there is no corresponding policy and resource support (Ping, 2019).

In order to better improve the operation level and quality of education, private colleges and universities constantly update their operation philosophy and values, hoping to stimulate the potential of employees under the new strategic requirements, and finish the work in high quality. Performance management is widely used as a method to achieve organizational goals and stimulate employees' potential.

Private colleges and universities should optimize the existing performance management plan of their employees, and it is urgent to build a set of scientific performance management plans that meet the strategic requirements from the aspects of task performance, related performance and working attitude (Cao Rong, 2020). The performance characteristics of employees in colleges and universities are the key link and important content of human resource management, and the main means to improve the high mobility and high aggregation of employees in colleges and universities (Hou & Jin, 2020).

After more than 40 years of development since their birth, Chinese private universities play an important role in the number of students, the size of students and the complementary role with the national finance. Private education is no longer just a supplement to public education, but an indispensable part of the national education sequence. China's private colleges and universities draw lessons from the development of public colleges and universities, and formulate strict rules and regulations for organization and management, but they still cannot support the private colleges and universities to achieve better development. Private colleges and universities make appropriate adjustments according to the actual situation, vigorously develop the construction of organizational culture, improve the organizational commitment of employees, stimulate the subjective initiative of organizational members from inside and outside, form the organizational culture management mode with the characteristics of private colleges and universities, and ensure the steady progress of private colleges and universities in China (Limei, 2021).

Private universities in China now face many problems, such as reducing the number of students, insufficient investment, unstable teachers and unscientific management. How to give full play to the role of employees in private colleges and universities and improve staff performance to help schools improve the level of running schools is a difficult problem in front of private colleges and universities. Research shows that organizational culture, organizational commitment and employee performance are issues that affect the operational level and academic level of private universities. Therefore, how to build the organizational culture of private colleges and universities, improve the employee organization commitment, improve the employee performance, and then can help colleges and universities to improve the level of running schools, has become an important task of private colleges and universities.

The construction of organizational culture is the fundamental way to build a harmonious organizational culture atmosphere. Only by strengthening the construction of organizational culture can we effectively enhance the initiative of the members of the organization, enhance the cohesion of the organization, and ensure the steady progress of the organization. Organizational commitment is an individual's recognition and trust in the goals and values of the organization, which will directly affect employees' satisfaction with their work and thus their performance.

Exploring the correlation between the organizational culture, organizational commitment and employee performance of private colleges and universities will effectively stimulate the enthusiasm of employees, improve their performance, and promote personal growth. This paper studies the performance of employees in private universities, puts forward constructive countermeasures and countermeasures on the basis of analyzing the problems and causes, finds the common problems of human resource management in private universities from

the perspective of organizational culture, and improves the level of human resource management from the perspective of organizational commitment. Considering the different dimensions of employee performance, the purpose of this study is to propose a framework for effective human resource management, ensure the continuous improvement of organizational culture, organizational commitment and employee performance, and provide a theoretical basis for the healthy and sustainable development of private universities.

### ***Objectives of the Study***

The aimed to determine the organizational culture, the organizational commitment of employees in selected private university Institutions (Shandong Province), and their employee performance as inputs to effective Human Resource management framework in Chinese private university.

Specifically, assessed the organization culture as to organizational leadership, organizational cohesion, work tasks and success criteria; determined the organization commitment as to emotional commitment, normative commitment and continuous commitment; described the employee performance as to task dimension, correlation dimension and work attitude dimension; tested the significant relationship among organizational culture, organizational commitment and employee performance and developed a framework for and effective Human Resource Management in private university in Shandong Province.

## **2. Methods**

***Research Design*** - This study used a descriptive research design to provide a full and accurate interpretation of the findings. Descriptive research is a method of collecting specific data and information from the population or population being evaluated. It also provides the frequency of such events or situations, which can be described by numbers such as the sum or average of events or repeated trends. Researchers tried to collect information about respondents by providing questionnaires and distributing them. This kind of descriptive research helps to collect data on respondents effectively. The researcher seeks to gather information from the respondents through providing survey questionnaires and distributing these to them. This descriptive kind of research was helpful in collecting the respondents' data efficiently.

***Participants of the Study*** - The participants in this study were 413 employees from five different private universities in Jinan, Qingdao, Weifang, Zibo, and Yantai, Shandong Province who participated in the questionnaire. The five private universities are ranked among the highest ranked schools in their respective regions. These participants were recruited from different job positions in the school, including teaching staff and non-teaching staff. In the survey, this study used entrusted agencies, personal relationship, online electronic questionnaire (questionnaire star and wechat) channels for data collection. From a total of 7,938 employees from the selected five private universities, a sample size of 413 employees was determined using the Raosoft sample size calculator with 95% confidence and 5% error margin. The investigator used ad libitum sampling in the administration of the questionnaire. To ensure the effectiveness of the survey, each participant could only fill out one questionnaire. The research's drawback was the refusal of some potential responders to take part in the survey. However, in order to enhance the study, the researcher did her best to cover the reasonable scope.

***Data Gathering Instrument*** - An improved questionnaire was used to collect the information needed to meet the objectives of this study. The questionnaire for this study consists of four parts. The first part is the basic information of the respondents, including information about the age, gender, marital status, employment status, Length of service, Highest Educational Attainment, Job Position and Salary, etc. The second part of the questionnaire is the organizational culture scale. According to the OCAI scale and Ping (2018), the organizational culture evaluation scale that appeared in 1988 and proved the stability of the system for more than 30 years, and combined with the situation of the organizational culture construction of private universities in China.

The third part of the questionnaire is the organizational commitment Scale. The organizational commitment scale includes three parts: emotional commitment, normative commitment and continuing commitment. On the basis of Meyer and Allen's (1990) three-factor model of organizational commitment, which is relatively representative among existing organizational commitment, and combined with these defining factors in the organizational commitment structure factor analysis table revised by Zuo, in 2018, minor modifications are made to adapt to the research of private higher education institutions. The scale measures from three dimensions, including 18 measurement items.

The fourth part of the questionnaire is the Employee Performance Scale. The employee performance scale is combined with the key performance index (KPI) and the key achievement method (OKR), combined with the characteristics of private universities, and measured from three dimensions of task dimension, association dimension and work attitude, including a total of 18 measurement items. Based on result, the Organizational Culture, Organizational Commitment and Employee Performance Instrument has an excellent consistency as exhibited by the Cronbach's Alpha value of .988. This was validated by the Excellent remarks from Organizational Culture (.976), Excellent remark for Organizational Commitment (.981), and Employee Performance (.962) which shows that the instrument at hand passed the reliability index test. Thus, the researcher can now proceed to actual survey using the aforementioned instrument.

**Data Gathering Procedure** - The researchers in this study used published papers as a source of data or information to collect. In addition, where relevant data and relevant information were collected, books, articles and journals that were reliable for the study were used. The researchers collected additional information about private colleges through informal interviews. The researchers sent permission to conduct the study via email to the administrators of the private universities concerned. After the approval, the researchers began handing out questionnaires to employees at private colleges. After that, the selected respondents were given enough time to answer the questions. It took several weeks for the questionnaires to be distributed and collected, which was sufficient for the researchers to collect the data needed for the study. The questionnaire was personally administered by the researcher to ensure the accuracy and confidentiality of the results.

**Ethical Considerations** - The researchers considered ethical factors when conducting the study such as the informed consent and disclosure of information. The researchers provide a letter for the respondents before they answer the questionnaire seeking permission if they could participate in the study. The participants have every right to refuse to participate or answer the questions that make them feel 13 uncomfortable to do so. To disclose the information, no name or personal identification is required to be written in the questionnaire. No video or audio recording were done to maintain the confidentiality of the respondents who answered the questionnaire.

**Data Analysis** - The desired documents and figures were tallied, encoded and analyzed using various statistical measures. This included frequency distribution, weighted mean, Pearson – Product Moment Correlation, Regression Analysis and Analysis of variance (ANOVA) which were utilized based on the objectives of the study. One of the common methods for organizing data is to construct frequency distribution. Thus, frequency distribution was used by the researcher to have a glance at the entire data conveniently. In this study, frequency distribution was used to show whether the observations are high or low and also whether they are concentrated in one area or spread out across the entire scale and it also present a picture of how the individual observations are distributed in the measurement scale. Furthermore, the weighted mean was used in this study to determine the exact amount by which all the numbers in the data set are assigned the same weight. All data were analyzed by SPSS software, which can generate tabular report, chart and distribution trend chart for descriptive statistics and complex statistical analysis.

### 3. Results and Discussion

Table 1 shows the result of organizational culture. The combined mean value was 3.23 points, indicating that the respondents had a moderate identification with the organizational culture. We observed that the

organizational culture level showed similarity in work tasks, success criteria, with an average score of 3.28 and a joint ranking of 1.5. This demonstrates that, in terms of job assignments and success criteria, the organizational culture of the teaching staff and non-teaching employees at private colleges and universities in the Ming Shandong region is still very clear. The respondents to the study are probably prepared to put in a lot of effort for the private institution they work for since they believe it to be a successful business. Kexin (2018) made the observation that top administrators of private colleges want their staff members to recognize their value and develop that value via hard work, which will enhance their quality of life. Employees think that by working hard to finish the task, the organization will be rewarded, and that employees will work hard for it.

**Table 1***Organizational Culture*

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
1. Organizational Leadership	3.21	Agree	3
2. Cohesion of Organization	3.14	Agree	4
3. Work Task	3.28	Agree	1.5
4. Success Criteria	3.28	Agree	1.5
Composite Mean	3.23	Agree	

Legend: 3.50-4.00 = Strongly Agree; 2.50-3.49 = Agree; 1.50-2.49 = Disagree; 1.00-1.49 = Strongly Disagree

The least level of organizational culture was observed on organizational Leadership (3.21) and cohesion of Organization (3.14). Respondents' opinions on organizational leadership and organizational coherence were influenced more by "official orientation" than the other two characteristics. To improve employees' perceptions of senior leaders, the role of organizational leadership in organizational culture, employee organizational commitment, and organizational cohesion, senior leaders of private colleges and universities must alter their work habits and attitudes and set an example for their staff. According to Ping (2018), employees must understand the value of organizational culture, foster a culture of teamwork among teachers and students at private colleges and universities, and help college presidents, teachers, and students understand the organizational culture's emphasis on growing and advancing together.

**Table 2***Organizational Commitment*

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
1. Affective Commitment	3.26	Agree	1
2. Normative Commitment	3.21	Agree	2
3. Continue to Promise	3.05	Agree	3
Composite Mean	3.17	Agree	

Legend: 3.50-4.00 = Strongly Agree; 2.50-3.49 = Agree; 1.50-2.49 = Disagree; 1.00-1.49 = Strongly Disagree

Table 2 shows the results of the respondents' organizational commitment level. The composite mean was 3.17 points, indicating a moderate level of organizational commitment. Among the proposed indicators, affective commitment was highest at the level of organizational commitment, with an average score of 3.26, ranking first. Then there was the normative commitment, with an average score of 3.21, ranking second. It is not unexpected that the faculty and support personnel at private institutions in Shandong province demonstrate a strong devotion to both their jobs and to the institution. Teachers exhibit an emotional commitment because they really want to educate children in a classroom because they have a good fit for their career, feel a connection to the pupils they teach, and believe they have a responsibility to do so. They will therefore probably feel happy and satisfied with their employment. Their feeling of emotional involvement and job satisfaction are subsequently increased by this. According to Aihong and Yonghong (2018) research, college instructors strive for a better living and have fundamental material demands. The development of teachers' professional satisfaction may be facilitated by a more democratic and scientific leadership and management structure, which is a significant approach to represent teachers' subject status and personal values.

The continue to Promise level was the lowest, with an average of 3.05 points. Private colleges and universities still need to do better at giving their staff members opportunities for personal growth. Salary satisfaction, professional identity, personal promotion, and other variables will continue to have an impact on employees. Private colleges and universities may only increase their staff members' loyalty to the company by attending to their demands. While others prefer to remain at the existing school because they are unable to get better positions owing to the strain on the labor market. According to Loan (2020), the perceived cost of quitting the company determines how strong a commitment is maintained. If a worker feels that quitting would be too expensive, they are more inclined to stay. Overall, the teaching staff and non-teaching staff in private universities in Shandong province show moderate emotional commitment, normative commitment and continuous commitment when serving the institution.

**Table 3**

*Employee Performance*

Key Result Areas	Weighted Mean	Verbal Interpretation	Rank
1. Task Dimension	3.22	Agree	3
2. Correlation Dimension	3.31	Agree	2
3. Work Attitude Dimension	3.36	Agree	1
Composite Mean	3.29	Agree	

Legend: 3.50-4.00 = Strongly Agree; 2.50-3.49 = Agree; 1.50-2.49 = Disagree; 1.00-1.49 = Strongly Disagree

The results of table 3 shows the respondents' employee performance. The composite mean value was 3.29 points. The results of this study considered the staff performance of private universities, generating modest evidence assessed by school staff. Among the proposed indicators, the work attitude dimension had the highest influence in employee performance, with an average score of 3.36 points, ranking first. Then, the association dimension, with an average score of 3.31 points, was ranked second. Teachers in private colleges and universities in Shandong province love their work, and they can make efforts to improve work efficiency and accumulate work experience. They are proud of their work and are able to do it with full enthusiasm. At the same time, they care about the development of the school and can work hard to improve the reputation of the school. In her research, Jianmei (2021) made the observation that it is important to cultivate an employees' all-around qualities while also igniting their job enthusiasm and doing people-oriented work. The company should practice democratic management, provide staff complete responsibility for the business, encourage the masters' individual initiative, and unleash internal potential.

The lowest ranked was the task dimension, with an average score of 3.21. Employees of private colleges and universities can complete their work tasks according to the requirements of job responsibilities and ensure the quality of work. However, due to the influence of organizational incentive policies, teachers' staff and non-teacher staff are not highly motivated in facing tasks that do not belong to their own work. Table 4 shows the association between organizational culture and organizational commitment. As seen from the result, the computed r-values indicates a strong direct correlation and the resulted p-values were all less than the alpha level. This means that there was significant relationship exists and implies that the better the organizational culture, the more that is committed to the organization.

The results of this study seem to coincide with the results of several studies involving the link between organizational culture and organizational commitment. The results of Berberoglu et al. (2018), who discovered that organizational culture had a favorable effect on organizational commitment, are consistent with this. The organizational culture of a firm should be improved if management want more workers to commit. In this approach, it also creates the circumstances for better human resource management, which will enhance organizational performance in addition to raising the level of organizational commitment.

The relationship between organizational leadership and commitment has been demonstrated in several research. For instance, Xie (2019) research demonstrated that compassionate leaders may improve their team members' sense of identity and inspire them to work harder. It is clear that employees' commitment to the

organization and leaders' leadership style are closely connected.

According to Ping's (2018) research, private colleges and universities' leaders should give teachers more attention, show them enough respect, stabilize their ideologies, and appreciate the value of their work in order to foster a strong sense of responsibility among their staff members and help them fully understand the meaning of the adage "when the school develops well, the staff will be well." According to Huanting (2018) research, managers should begin by considering the needs of the teachers, combine individual employee success with organizational growth, carefully design various policies for teachers, establish a suitable work environment, and create favorable circumstances so that teachers will be highly committed to their jobs and work hard to achieve organizational goals.

**Table 4**

*Relationship Between Organizational Culture and Organizational Commitment*

Organizational Leadership	r-value	p-value	Interpretation
Affective Commitment	.713**	<.001	Highly Significant
Normative Commitment	.682**	<.001	Highly Significant
Continue to Promise	.704**	<.001	Highly Significant
<b>Cohesion of Organization</b>			
Affective Commitment	.706**	<.001	Highly Significant
Normative Commitment	.674**	<.001	Highly Significant
Continue to Promise	.755**	<.001	Highly Significant
<b>Work Task</b>			
Affective Commitment	.737**	<.001	Highly Significant
Normative Commitment	.707**	<.001	Highly Significant
Continue to Promise	.698**	<.001	Highly Significant
<b>Success Criteria</b>			
Affective Commitment	.739**	<.001	Highly Significant
Normative Commitment	.701**	<.001	Highly Significant
Continue to Promise	.723**	<.001	Highly Significant

Legend: Significant at p-value < 0.01

Table 5 illustrates the association between organizational culture and employee performance. It was observed that the computed r-values indicates a strong direct correlation and the resulted p-values were all less than the alpha level. This means that there was significant relationship exists and implies that the better the organizational culture, the better is the employee's performance. The research results of many scholars also prove that organizational culture has a positive impact on employee performance. According to Jianmei (2021), businesses are increasingly aware of the hidden power of organizational culture and how it contributes to the development of their core competitiveness. They also recognize that organizational culture serves as a spiritual pillar for the continued growth of businesses and has a significant bearing on employee performance.

In fact, as Alkhadra (2022) notes, strengthening an institution necessitates not only comprehending the general culture of organizational behavior but also evaluating the effects of culture on organizational performance. Li (2021) emphasized that the company's personnel management department can carry out daily investigations on organizational commitment and employee satisfaction in order to predict and evaluate work performance, better formulate the corresponding system in line with reality, and improve employee work performance, which will then improve the overall performance level of the business. A good culture is strongly fostered by compassionate leadership and effective management, according to Kaplan and Kaplan. (2018).



**Table 5***Relationship Between Organizational Culture and Employee Performance*

Organizational Leadership	r-value	p-value	Interpretation
Task Dimension	.656**	<.001	Highly Significant
Correlation Dimension	.717**	<.001	Highly Significant
Work Attitude Dimension	.674**	<.001	Highly Significant
Cohesion of Organization			
Task Dimension	.667**	<.001	Highly Significant
Correlation Dimension	.709**	<.001	Highly Significant
Work Attitude Dimension	.652**	<.001	Highly Significant
Work Task			
Task Dimension	.689**	<.001	Highly Significant
Correlation Dimension	.714**	<.001	Highly Significant
Work Attitude Dimension	.683**	<.001	Highly Significant
Success Criteria			
Task Dimension	.713**	<.001	Highly Significant
Correlation Dimension	.749**	<.001	Highly Significant
Work Attitude Dimension	.725**	<.001	Highly Significant

According to research by Kexin, (2018), in order to set themselves up for future success within the organization, employees must quickly apply organizational culture, fit into the environment, become familiar with the leadership style, and build relationships within the organization. According to Dubey (2019) et al., support from organizational culture fosters a commitment to increase employees, as well as favorable feelings for institutions like job satisfaction, motivation, and engagement. This in turn improves employee performance, lowers employee stress and mobility, and increases organizational productivity.

**Table 6***Relationship Between Organizational Commitment and Employee Performance*

Affective Commitment	r-value	p-value	Interpretation
Task Dimension	.719**	<.001	Highly Significant
Correlation Dimension	.765**	<.001	Highly Significant
Work Attitude Dimension	.777**	<.001	Highly Significant
Normative Commitment			
Task Dimension	.755**	<.001	Highly Significant
Correlation Dimension	.769**	<.001	Highly Significant
Work Attitude Dimension	.770**	<.001	Highly Significant
Continue to Promise			
Task Dimension	.737**	<.001	Highly Significant
Correlation Dimension	.745**	<.001	Highly Significant
Work Attitude Dimension	.669**	<.001	Highly Significant

Table 6 presents the association between organizational commitment and employee performance. It was observed that the computed r-values indicates a strong direct correlation and the resulted p-values were all less than the alpha level. This implies that there was significant relationship exists and reveals that the better the more committed to the organization, the better is the employee's performance.

The high significant influence of organizational commitment to employee performance is supported by several research findings. One of them is the discovery of Li (2021) that the thinking mode of enterprises in management has gradually changed, paying more and more attention to the behavior and attitude of employees, more and more attention to the sense of identity to the company, that is, the level of organizational commitment, and more and more attention to the change of performance level from the perspective of employees. According to Jianmei (2021), organizational cultural identity can help employees clarify their development direction and goals, spark their sense of responsibility, enthusiasm, and enthusiasm, promote overall improvements in office productivity, turn praise into performance, and ultimately assist businesses in gaining more financial benefits, which is beneficial to the long-term growth of the business.

By enhancing staff members' organizational commitment and assisting them in planning and enhancing their

career designs, Vanesa et al. (2019) noted that. The findings of Junxiu (2022) indicate that in order to increase employee commitment to the organization and boost performance, an organization should improve the sense of fairness among its workforce by strengthening the enterprise's fairness culture and by enhancing the salary management system, internal management system, emotional management concept, and internal management system. The findings of Shuran (2022) demonstrate that businesses may improve their sense of corporate identity, cultivate a healthy work environment, and connect their objectives with those of their staff. Employees will work harder to enhance their own performance if they are included in the decision-making process for the company. By doing so, employees will get a better grasp of the values and performance objectives of the company.

### Effective Human Resource Management Framework



Figure 1. Proposed Framework for an Effective Human Resource Management of Private university

We have built a simulated human resource management development model in order to motivate all teaching staff and non-teaching employees employed by private institutions in Shandong Province to be more engaged in their job. This is a fantastic approach to raise the standard of instruction and teaching at private colleges and universities. It will also help the institution compete well with other province-wide institutions for academic and social services. Finally, this will guarantee that both teaching staff and non-teaching employees are taken into account in terms of organizational culture, enhance employee loyalty to the company, and enhance employee performance.

As can be seen from the figure below, the organizational culture, organizational commitment, and employee performance of an institution are necessary for effective human resource management. Interaction between organizational culture, organizational commitment and employee performance. A good organizational culture will enhance their organizational commitment and improve employee performance. The higher the organizational commitment, the higher the employee's recognition of the organizational culture, which will also have a positive impact on the employee performance. In order to improve employee performance, it is necessary to establish a good organizational culture and improve the commitment level of employees to the organization.

#### 4. Conclusions and Recommendations

Based on the findings of the study, the researcher came up that there is a moderate evidence on the institutions organizational culture in terms of organizational leadership, organization cohesion, work task and success criteria. The employees manifested moderate commitment to the organization in terms of affective, normative and continue to promise. In terms of employee performance, the task dimension, correlation dimension, work attitude dimension produced moderate evidence. A high significant relationship exist among organizational culture, organizational commitment, and employee performance. An effective human resources framework is proposed to improve the organizational culture, organizational commitment and employee performance of private universities in Shandong Province.

Senior school managers should be good at listening to the suggestions of grass-roots employees, encourage employees to put forward new suggestions, and smooth the feedback channels for suggestions to facilitate better school management. Private universities should turn their management focus to humanistic construction, make it clear that the management of "people" is the core of organizational culture construction, and create a relaxed and happy organizational culture atmosphere. School administrators can encourage employees to work in their own way, or establish effective incentives to improve teachers' organizational commitment to the school. Private universities should strengthen and improve the performance appraisal system, establish objective and fair evaluation standards and reward mechanism, link employee performance with salary, and improve their work efficiency. HR offices and school administrators should continue to focus on practicing the school's organizational culture and maintaining the staff's commitment to achieving the vision, mission, and goals of an organization. School administrators can use the proposed human resource framework to improve the organizational culture, organizational commitment and employee performance of private universities. Lastly, future researchers may use other variables that could have similar effects on the employee performance of private universities.

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