

DEVELOPING STRATEGIC MANAGEMENT GUIDELINES FOR RECRUITING SPORT PLAYERS TO BECOME REPRESENTATIVE OF COLLEGE FOR INTERCOLLEGIATE SPORTS IN THE SHANDONG COLLEGE OF HIGHWAY TECHNICIAN, CHINA

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Abstract

This study developed strategic management guidelines for recruiting student-athletes at Shandong College of Highway Technician, China. Samples included 385 students and 20 teachers selected via stratified random sampling. Data were collected using a questionnaire (IOC 0.67–1.00) and analyzed through content analysis and descriptive statistics. Findings revealed that recruiting needs were at a "High" level, emphasizing technical mastery, physical endurance, rapid decision-making, and self-improvement based on feedback. The resulting guidelines comprise 8 key components: Background, Objectives, Selection Criteria (competitiveness, potential, academics, character), Selection Procedures (8 stages from brochures to training), Training System, Incentive Mechanisms (scholarships, career support), Management Measures (discipline, academics), and Summary/Feedback.

Keywords: Strategic Management Guidelines; Sport Players; On-Campus Sport Competitions, Player Development, Sport Management

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Introduction

Sports players are people who specialize in a variety of sports activities, competitions, and training, and who strive to achieve excellence in sport through athletic exercise, skill enhancement, and strategic use to represent an individual, club, school, region, or nation in competition. Sports players need to have good physical attributes, need to master relevant techniques and tactics, and need to carry out physical exercise and skill enhancement through scientific training programs. (Fu, 2022, pp. 249-258). They also need to have good cooperation skills, a sense of competition and the spirit of tenacity, and they need to have strong psychological qualities, including resistance to stress, concentration and self-confidence, in order to perform at their best in competitions. (Holland et.al, 2010, pp. 19-38).

Professional development is also an important aspect for sports players, they need to start specialized training and development at an early stage, receive guidance from professional coaches. At the same time, sports players need to focus on health and nutrition, follow healthy eating habits, and get adequate rest and sleep to maintain the best physical condition (Dunford, 2006, pp. 253-336). In addition to pursuing individual performance, sports players need to constantly go beyond themselves and contribute to society through their influence and social status. They may become spokespersons for charitable events, or participate in promoting good causes and social responsibility programs (Coakley, 2011, pp. 306-324).

Athletes are individuals who engage in sports at a professional level through training and competition. They represent the spirit and values of sports and play an important role in the sports world (Biohur & Andriukaitiene, 2020, pp. 136-152). In addition to professional technical and physical training, they also need to have good psychological quality, professional development planning, health and nutrition awareness, and also have the opportunity to make positive contributions to society.

Recruitment refers to the process of attracting and accepting new members to join an organization, school, team, or project. It may involve different groups such as students, employees, volunteers, etc. First of all, it is necessary to clarify the purpose and needs of recruitment, including the number of people required, skills, qualifications, etc., and formulate specific selection criteria and conditions based on these needs. Then, based on the characteristics of the target population and organization, formulate a recruitment strategy, including publicity methods, information channel selection, activity arrangements, and determine the recruitment schedule and budget (Johnson, 1920, p. 32). Design attractive promotional materials and promote them through social media, official website, offline activities and other channels to expand the coverage of recruitment information. Set up a clear application process, including submission of application materials, interviews or tests, and fairly and objectively evaluate each applicant's qualifications and abilities based on admissions criteria. Send admission notices to admitted candidates, and politely notify applicants who are not admitted, and arrange orientation activities or training for new members to help them quickly integrate into the organization (Chlesinger et.al., 2015, pp. 193-206). Continuously track the adaptation and development of new members and collect feedback from new members and those involved in recruitment to evaluate the effectiveness of the recruitment

process and provide a basis for future improvements (Thorne & Pellant, 2007, pp. 2-165). The entire recruitment process also needs to ensure compliance with relevant laws and regulations, such as equal opportunity laws, privacy protection, etc. Through careful planning and execution of effective recruitment strategies, the organization can attract the right members and lay a solid foundation for its long-term development (Barber, 1998, pp. 1-152).

Guidelines will help schools clarify recruiting goals and plans, refine selection and training standards and processes, and provide athletes with appropriate training and development opportunities. At the same time, the guide can also provide specific measures in resource support, personnel management, team building, and publicity and promotion to ensure the smooth operation and sustainable development of the college's representative team. Selecting and cultivating sports athlete representatives in intercollegiate sports colleges can not only improve the level and competitiveness of school sports, but also provide students with opportunities and platforms to develop sports skills. The selection and training of sports athletes require a set of scientific and feasible strategic guidelines for vocational and technical schools. Den Hartigh et al. (2018, pp. 1191-1198). Selection procedures in sports: Improving predictions of future performance of athletes. Therefore, I consulted many previous studies and found that there is no set of scientific and feasible strategic guidelines for the selection of sport player representatives for vocational and technical schools.

Research Objectives

To develop strategic management guidelines for recruiting sport players to become representative of college for intercollegiate sports in the Shandong College of Highway Technician, China.

Research Method

Scope of Study

1. Strategic Management refers to the direction and guidance provided by organizations for the effective development and implementation of strategic plans. It involves formulating and executing strategies that are consistent with the organization's vision, mission, and goals, while considering internal and external factors that may impact its success. (Malarvizhi, 2024, pp. 6-94)

1.1 Environmental scanning

SWOT Analysis refers to evaluates the organization's strengths, weaknesses, opportunities, and threats.

PEST Analysis refers to analyzes political, economic, social, and technological environmental factors.

1.2 Strategy formulation

Visions refers the long-term goals and ideal state of the organization.

Missions refers the purpose and core values of the organization.

Goals and objectives refers specific, measurable short-term and long-term targets.

Tactics:

Corporate strategy refers to overall strategic direction of the organization.

Functional strategy refers Strategies for specific functional areas, such as marketing and human

resources.

Operational strategy refers Strategies for day-to-day operations, such as production and logistics.

1.3 Strategy implementation refers the process of translating formulated strategies into concrete action plans and operational steps to ensure the achievement of strategic goals.

1.4 Evaluation and control refers Monitoring and evaluating the implementation process and outcomes of strategies to ensure the achievement of strategic goals and making adjustments as needed.

2. Recruiting Sport Players refers the process of searching for, attracting, and selecting qualified individuals to fill sports-related positions within an organization. (Chroni & Dieffenbach, 2021, pp. 315-327)

2.1 On Athlete Retirement Within and Outside Sport refers researching the retirement process of athletes within and outside sports, including reasons for retirement, impacts, and subsequent career development.

2.2 On Pathways to Coaching refers researching the pathways athletes take to become coaches, including training and career development.

2.3 Supporting the Athlete refers researching how to support athletes in their training and competition needs, including psychological, physical, and skill development.

3. Representative of College for Intercollegiate Sports refers the representative of a college for intercollegiate sports refers to individuals or teams representing the college in intercollegiate sports activities. (Schull & Kihi, 2024, pp. 98-122)

3.1 Governance Restructuring refers researching how to restructure governance to improve the efficiency and effectiveness of intercollegiate sports activities.

3.2 Representation and Standards of Evaluation refers researching how to establish and implement standards for representation and evaluation to ensure fairness and transparency in the selection process.

3.3 Representation: Process and System Approaches refers researching the processes and systemic approaches for selecting representatives, including mechanisms and procedures.

3.4 Student Representation and Shared Governance Systems refers researching how to enhance student participation and satisfaction through student representation and shared governance systems.

4. Problems and Needs of Strategic Management Guidelines for recruiting Sport Players to Become Representative of College for Intercollegiate Sports refers The problems and needs addressed in the strategic management guidelines for recruiting sport players to become representatives of college for intercollegiate sports.

4.1 Fitness level and skill level refers assessing athletes' physical fitness and skill levels to ensure their capability to participate in intercollegiate sports activities.

4.2 Athletic Achievement and Academic Performance refers balancing athletes' athletic achievements with academic performance to ensure success in both sports and academics.

4.3 Training participation refers ensuring athletes' active participation in training to enhance their skills and physical fitness.

4.4 Teamwork refers cultivating athletes' teamwork spirit to ensure effective collaboration within the team.

4.5 Leadership potential refers identifying and developing athletes' leadership potential to enhance their leadership capabilities within the team.

4.6 Sportsmanship and Professional Ethics refers cultivating athletes' sportsmanship and professional ethics to ensure compliance with rules and ethical standards during competitions.

4.7 Sports activities and competition experiences inside and outside school refers assessing athletes' experiences in sports activities and competitions both within and outside the school to ensure they have rich competitive experience.

4.8 Physical and mental health refers ensuring athletes' physical and mental health by providing necessary support and resources to help them cope with the pressures of training and competition.

Population and Samples

The population in this research project, Shandong College of Highway Technician were divided into 2 groups, namely, 1) 10,000 students participated in the selection of sport players and 2) Conducted student-oriented physical education teaching for 20 physical education teachers.

The samples were divided into 2 groups; namely, 1) 385 students who participated in the selection of sport players and 2) 20 physical education teachers conducted physical education teaching for students. The samples were derived from Taro Yamane formula (Yamane, 1967, p. 887).

Research Instrument

This paper studies conduct research and analysis based on the sports characteristics and daily behaviors of sport players to understand and master the current research status and results. by reviewing the existing paper databases, core journals, literature and related literature collected by induction. After drawing up the questionnaire outline, the contents of the questionnaire were analyzed and adjusted, and finally the three groups of research objects were investigated.

1) For the investigation of needs, questionnaire was employed for the data collection. The questionnaire was divided 2 sets for different sample groups; Namely :1) students; 2) teachers. The questionnaire was evaluated of its validity with the index of Congruence (IOC). Each question in the questionnaire had an IOC ranging from 0.50 to 1.00. in addition, the reliability of the questionnaire was evaluated through alpha Cronbach coefficient of 0.86. (Cronbach, 1951, pp. 297-334)

2) For the development of the strategic guidelines, a set of questions were used for the focus group this discussion meeting. The developed guidelines were evaluated by three experts who provided comments, ideas and suggestions on the correctness and suitability of the guidelines. The correctness and suitability of the guidelines were presented in the terms of IOC (Index of Congruence).

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Data Collection

For the investigation of needs, the research herself collected the data and information from the samples online via emailing. The researcher submitted a letter of permission to the school director in advance to ask a permission to collect the data and information from the samples group at the Vocational College.

Data Analysis

The Data and information collected will be analyzed, interpreted and then presented in terms of frequency, percentage, mean ($\bar{x}$), standard deviation (S.D.), PNI. The Five Point Likert Rating Scale was used to evaluate the respondents' needs of the Developing Strategic Management Guidelines for Recruiting Sport Players to Become Representative of College for Intercollegiate Sports in the Shandong College of Highway Technician, China

The criteria and define at the range of the mean scores as the following: The ideas and comments from the 5 specialists obtained from the focus group discussion meeting were analyzed by using Quantitative Research Method and then used to correct and improve the contents of the management guideline. Rating reference table: (Srisa-ard, 2002, p. 103)

weight/Scale	Mean Range	Verbal Interpretation
5	4.51-5.00	Highest
4	3.51-4.50	High
3	2.51-3.50	Middle
2	1.51-2.50	Low
1	1.00-1.50	Lowest

Conclusions

The research findings indicated that needs for recruiting sport players to become representative of college for intercollegiate sports in the Shandong College of Highway Technician, China were all at the “High” level. There were (1) Students can master and perform all technical movements required for sport competitions. (2) Students perform well in high-intensity training and competitions, demonstrating good endurance and strength. (3) Students reaction speed and decision-making ability remain efficient in intense competitions. (4) The student's physical fitness (including speed, strength, endurance, flexibility and coordination) is at the leading level among athletes of the same age. (5) The student's physical fitness (including speed, strength, endurance, flexibility and coordination) is at the leading level among athletes of the same age. (6) Students self-understanding of their personal skills and physical fitness levels, and make targeted improvements based on competition and training feedback. (7) Students successfully achieve high academic standards while maintaining excellent athletic performance. (8) Students have achieved remarkable results in competitions inside, outside the school, and their academic performance is also at the forefront of the class. (9) Students manage my schedule effectively to ensure a balance between training, competition and study. (10) Students' time management skills allow students to make full use of their time for training. (11) Students always attend all scheduled training sessions on time and are never absent without excuse. (12) Students always try their best during training and strive to complete every practice task assigned by the coach. (13) Students actively seek feedback from their coaches and use that feedback to improve their technique and performance. (14) Students actively participate in team discussions and discuss technical and tactical issues with teammates and coaches. (15) Students often practice extra at the end of training to strengthen shortcomings in certain skills. (16) Students have a clear understanding of the training program and goals, they are able to self-monitor progress toward these goals.

Strategic Management Guidelines for Recruiting Sport Players to Become Representative of College for Intercollegiate Sports in the Shandong College of Highway Technician, China

The strategic management guidelines for recruiting sport players to become representative of college for intercollegiate sports in the Shandong College of Highway Technician, China comprised of 8 parts, namely: 1) Background 2) Objectives 2.1) Establish a complete athlete selection system 2.2) Establish a comprehensive athlete training system 2.3) Establish a sound incentive mechanism 2.4) Strengthen athlete management, 3) Selection criteria 3.1) Competitive level 3.2) Development potential 3.3) Age requirements 3.4) Academic requirements 3.5 Character requirements, 4) Selection Procedure 4.1) Release of enrollment brochures 4.2) Registration and qualification review 4.3) Selection physical fitness test stage 4.4) Selection technical evaluation stage 4.5) Selection psychological test stage 4.6)

Interview and comprehensive evaluation stage 4.7) Final selection and announcement of results stage 4.8) Subsequent training and guidelines stage, 5) Training system 5.1) Formulate professional training plans 5.2) Professional coaching team 5.3) Strengthen theoretical learning 5.4) Mental health and physical training 5.5) Domestic and foreign exchanges and cooperation 5.6) Continuous follow-up evaluation, 6) Incentive mechanism 6.1) Scholarship system 6.2) Training support 6.3) Honor recognition 6.4) Further study benefits 6.5) Exchange and cooperation opportunities 6.6) Employment support, 7) Management measures 7.1) Formulate management rules and regulations 7.2) Establish personal files 7.3) Arrange professional coaching team 7.4) Academic management 7.5) Character education 7.6) Discipline constraints 7.7) Regular evaluation and assessment, and 8) Summary and feedback.

SWOT Analysis

Strength

1. Location advantage: The college is situated in Shandong, a province known for its strong sports culture and talent pool.
2. Dedicated coaching staff: The college has experienced coaches who can provide high-quality training and guidelines to athletes.
3. Specialized sports facilities: Shandong College of Highway Technician boasts state-of-the-art sports facilities that can attract athletes.
4. Academic support: The college offers a supportive academic environment, ensuring student-athletes can balance their studies and sports commitments effectively.
5. Collaborative partnerships: The college has established connections with local sports clubs and organizations, providing opportunities for talent identification and recruitment.

Weakness

1. Limited financial resources: The college may face challenges in offering attractive scholarships or financial incentives to recruit top-tier athletes.
2. Limited brand recognition: Shandong College of Highway Technician may not be widely recognized in the sports community, making it difficult to attract highly sought-after players.
3. Lack of established sports tradition: The college might struggle to compete against colleges with long-standing success in intercollegiate sports.
4. Insufficient marketing efforts: The college may need to enhance its promotional activities to raise awareness about its sports program and offerings.
5. Potential infrastructure constraints: There could be limitations in terms of training space, equipment availability, or even transportation options for athletes.

Opportunity

1. Rising interest in sports: The increasing popularity of sports in China presents an opportunity to tap into a growing talent pool.
2. Partnerships with local schools: Collaborating with local high schools and sports academies can help identify promising athletes and establish a feeder system.
3. Sponsorship and funding: Seeking corporate sponsorships or government funding can provide

financial support for recruiting and developing talented players.

4. Hosting sports events: Organizing intercollegiate sports competitions or inviting renowned teams to the college can enhance its reputation and attract athletes.

5. Sports scholarships: Offering scholarships for outstanding athletes can serve as a strong incentive for talented players to choose Shandong College of Highway Technician.

Threats

1. Competition from other colleges: Other colleges with well-established sports programs may compete for the same pool of talented athletes.

2. Injuries and health concerns: The risk of injuries and health issues among student-athletes can impact their performance and overall team success.

3. Changing regulations: Adapting to evolving regulations and compliance requirements in intercollegiate sports can pose challenges for the college.

4. Negative publicity: Any negative incidents or scandals related to the college's sports program can harm its reputation and hinder recruitment efforts.

5. Social and economic factors: External factors, such as changing societal interests or economic constraints, may influence student interest and participation in sports.

Develop strategic management guidelines for recruiting sport players to become representative of College for Intercollegiate Sports in the Shandong College of Highway Technician based on the recruitment of sports athlete representatives by the sports college to strengthen later work guidelines; namely, 1) Background, 2) Objectives, 3) Selection criteria, 4) Selection Procedure, 5) Training system, 6) Incentive mechanism, 7) Management measures, 8) Summary and feedback.

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Discussion

Through our study, we were able to gain insights into the needs of recruiting sport athlete representatives in the Intercollegiate Sports Academy of Shandong Highway Technician College and develop appropriate strategic management guidance, which is an important contribution to practical applications and related fields. The results of our study provide targeted management guidance for the school. Through teacher and student questionnaire assessments, we identified students' strengths and weaknesses in physical education, as well as problems and room for improvement. Based on these findings, we have made targeted recommendations, including areas where students should focus on improvement and how teachers can provide guidance and support to students based on the assessment results. These recommendations will help schools develop more effective recruitment policies and management practices to improve the overall quality and competitiveness of their students.

This study provides lessons and references for other similar institutions. Although this study was conducted for Shandong Highway Technician College, the survey methods and conclusions in it are universal and generalizable. Other institutions can learn from our research experience and conduct similar surveys and studies to understand the situation of the representatives of our sports athletes and formulate appropriate management policies to promote the overall development of students. The findings also provide important insights into physical education and training practices. By analyzing students' self-assessments, we identified their problems and room for improvement in different areas, providing important information for individualized training programs and team training. Physical educators can design more effective training programs based on students' needs to help them improve themselves and reach higher levels.

In contrast to other literature, our study focuses on providing insights into students' performance and needs in physical education through teacher and student questionnaire assessments and suggesting specific management guidelines. In contrast, while other literature may focus more on qualitative analysis or theoretical exploration, our study focuses more on empirical analysis and practical guidance, which makes our findings more operational and actionable. Therefore, our study provides important strategic management guidance for recruiting sports athletes' representatives in the Intercollegiate Athletic Institute of Shandong Highway Technician College, and provides lessons and references for the practices of other similar institutions. By gaining a deeper understanding of the needs of students and faculty, we can better guide students and promote their all-round development, which in turn will enhance the overall educational quality and reputation of the school.

According to Murphy and Sullivan. (2021, pp. 509-518) conducted factors associated with coach-athlete conversations about mental health in intercollegiate sport. The results indicated that This study

aimed to explore factors in discussions about mental health between coaches and athletes and applied the Theory of Planned Behavior (TPB). The findings revealed that approximately 68 per cent of Canadian coaches discussed mental health issues with their athletes during the past season. The study found that coaches' attitudes, perceived behavioral control (PBC), social norms and intentions had a significant impact on intentions to discuss mental health issues. Perceptions of the coach's role also have an impact on intentions. In addition, PBC and intention have an interactive effect on actual behavior. Previous mental health training, personal experience with mental illness, age group and discussion behavior conducted had an impact on TPB construct scores. The study recommends promoting mental health training within the sports community, with a greater emphasis on improving capabilities and changing social norms to promote more mental health conversations between coaches and athletes, reduce stigma, and improve team culture.

Johnson (2018, pp. 105-121) conducted intercollegiate athletics. The results indicated that In summary, this argument points to the problem of the American university system's overemphasis on and constraints on athletics under the influence of intercollegiate athletics. It highlighted the cost of athletics and the high salaries of coaches, noting that some coaches are paid much more than professors. Additionally, intercollegiate athletics drives up the cost of education through mandatory fees paid by students and confers too much power and resources, resulting in privileged treatment for athletes. At the same time, issues and scandals surrounding athletics have raised questions about university leadership and oversight systems, as well as concerns about the impact of athletics on the university's academic mission. This argument focuses on a host of issues raised by current intercollegiate athletics and questions its impact on college education.

Hussain et al. (2021, pp. 515-519). conducted sports pre-competitive anxiety levels among good and poor performing intercollegiate athletes. The results indicated that This study explored pre-competition anxiety levels in poor and elite athletes, including physical anxiety, self-confidence and cognitive anxiety. The study used the Competition State Anxiety Inventory-2 (CSAI-2) to assess pre-competition anxiety, which includes 27 items distributed among three subscales. The sample included 180 athletes from different sports, including 90 elite athletes and 90 lower performers, aged between 16 and 27 years. The collected data were analyzed via T-test and significant differences were found between high-level and low-level athletes on all aspects of pre-competition anxiety (i.e., cognitive anxiety, self-confidence, and physical anxiety). Overall, this study shows that pre-competition anxiety is a common emotion experienced by athletes and it is important that athletes are able to effectively manage these emotions in order to perform at their best.

Kim et al. (2023, pp. 59-78) conducted analyzing international students' social support through intercollegiate sport team identification. The results indicated that The purpose of this study was to examine the relationship between international students' identification with college sports teams and their social adjustment as they adjust to the U.S. campus climate. By analyzing a sample of 487 international students, the study found that international students' sense of team identity helps develop their sense of community and social capital. This means that by participating in and identifying with a college sports team, international students can better integrate into the community and build

connections and resources with others. This sense of community and the development of social capital is important for international students as they adjust to U.S. campus life.

Suggestion

1. comparing the effects of different educational models: to study the effects of different physical education models on students' development, such as the comparison between traditional classroom teaching and practical teaching, in order to determine the best educational practices.

2. focusing on the sustainable development of physical education: exploring how to cultivate students' environmental awareness and the concept of sustainable development through physical education, so as to provide sustainable support for future sports development.

3. Conduct research by combining modern scientific and technological means: utilize modern scientific and technological means, such as big data analysis, virtual reality and other technologies, to conduct in-depth research on the laws of physical education quality development and influencing factors.

4. To further broaden and deepen the research-based directions. By expanding the scope of research, delving into influencing factors, comparing different educational models, focusing on sustainable development and incorporating modern technological means, future researchers will be able to gain a more comprehensive understanding of the current situation and development trends in the field of physical education, and provide more targeted strategies and programs for optimizing physical education and practice. These recommendations will help to advance the field of physical education and promote the improvement of students' physical education quality and overall development.

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