

Basic and pro-active financial management practices of selected universities in china: basis for improvement

Wenjian XU

University of San Carlos,GuangDong Peizheng College (GuangDong 510000)

Abstract: The purpose of this study is to evaluate the existing financial management of some universities in China. The top five universities in Guangdong and those with sound financial systems were selected. Their basic financial management status is at the average level of the basic financial management practices of universities. Highly proactive financial management practices were observed in various universities. There is no significant difference in the status of active financial management in controlling and preventing unnecessary stress. The study found that the advantages of the practice and implementation of financial management include financial efficiency and strong financial management, while the check of financial accounting records is weak and the practice is insufficient. After study, it is suggested that the existing financial management practice needs the formal forms, records, processes and internal control of the organization. It is suggested that the university should develop a financial management tracking system to ensure effective financial flow and updating, so as to provide correct guidance for financial management, and help to increase employment rate, increase personal income, improve community economic health and community unity.

Key words: financial management;improvement

1. Introduction

The Government has a significant role in every nation; one of the roles of the Government is to create an education system that will help the children to educate them. The Government is held responsible for the state-own University's financial management. The Government has a vital role in managing the state-own University in financial management to achieve the said sustaining in running out the state-own University (Jawaharlal, 2018).The financial management activities of universities are the concentrated embodiment of all aspects of the work university, the process of realizing financial goals, and the position in the management universities is significant. The school's financial management reflects the management effect of each part of the University from an economic perspective. Through the University's financial statements, they can analyze the structure and expenditure of the public funds and analyze the corresponding situation of self-raised funds. This financial information is of great significance to improving the proportion and efficiency of university funds. Through the economic analysis of universities, they can evaluate whether the funds' expenditure has played its due benefit to provide an essential reference for the policy formulation and implementation of the decision-making level of colleges and universities. Colleges and universities are non-profit organizations. However, under the condition of the market economy, colleges and universities, as relatively independent economic entities, are facing more and more financial management problems (book118.com, 2018).University financial management as a field has specialized. Especially after the exposure of the high loan event in colleges and universities, how to strengthen financial management, reduce the asset-liability ratio, enhance the ability to resist risks, and realize the sustainable development of colleges and universities through the analysis and control of fundraising, release and internal income distribution has

become a topic of broad concern to the society (Miu, 2021). This paper focuses on the vital significance of university finance to the future development of universities. The study aimed at assessing the existing Financial Management practices of selected Universities in China and to audit the output stated on Financial Accounting whether it confirms the validity of the expected output.

The financial management as a design or architecture of the value management, financial management will be the basis on decision-making of the selected Universities in China (Maes et. al. 2012).The strategic financial management assesses the financial costs to acquire the service output. This is manageable and is useful to support the researchers' present study to further design and describe financial management including its value, and the basis in making decisions for finances.

A strong financial management is focused on four practices to work together namely the supply which includes the process, system, data, capability and leadership, and on demand for comprises on internal governance, external governance and central government financial framework, and strong financial management (Arotake, 2012). This study cites the importance of the financial management as it will assess the Financial Management Practices that the selected Universities in China implement. This will emphasize four practices to work together namely the supply which includes the process system, data, capability and leadership, and on demand for comprises on internal governance, external governance and central government financial framework.

The study assessed and analyzed the status of Selected Universities in China whereas the analyzing of Practices of Basic Financial Management and the Implementation of Proactive Financial management was assessed. Next were the Distribution of respondents in terms of Age; Highest Educational Attainment; and number of years in services, Strengths and Weaknesses of Selected Universities in applying and Implementing Financial Management

Practices, and Existing Financial Management Structures and Practices of the Selected Universities. Furthermore, the researcher needs to evaluate the Status of Proactive Financial Management in terms of Controlling and Preventing unnecessarily stressful situations through the Proposed Strategies of Financial Management Practices.

2. Methodology

2.1 Research Design

This study aimed to assess the Financial Management practices in selected Universities in China towards strategic school administration plan. The researcher used the quantitative descriptive method which collects and analyzes numerical data gathered.

Furthermore, this paper is quantitative research as it is associated with statistical inquiry through the use of sample population and survey. This procedure is known for gathering numerical data and may be used to detect patterns, make predictions, test relationships, and generalize results for a large population (Bhandari, 2021). In connection, similar researches that delve into the various financial management practices also used quantitative analysis to provide statistical data for the analysis of their respondents' data (Liu & Li, 2018); (Chang et al., 2018); (Alrwajfah et al., 2019); (Rio-Vazquez et al., 2019); and (Kim & Kang, 2020).

With this, the quantifiable pieces of data collected through the survey were performed with statistical or mathematical techniques and formulas. In line with this, these quantitative data were acquired primarily by the researchers. Meanwhile, other supporting secondary data was amassed from the recently-published studies and papers that relatively have the same scope as this paper.

2.2 Population and Sample

The respondents of the study were the Finance Department Personnel, Accounting department, and the Budget Department of the Selected Universities in China. The researcher chose respondents from the Selected Universities for the sampling. A multi-stage sampling was used to select the respondents of the study. The researcher selected 5 Universities in China which included the Finance Department Personnel, Accounting department, and the Budget Department. The universities were selected because they rank among the top five in Guandong and have sound financial systems.

Table A Distribution of Respondents

UNIVERSITIES	POPULATION	Actual RESPONDENTS
SUN YAT-SEN UNIVERSITY	22	21
JINAN UNIVERSITY	22	21
SOUTH CHINA NORMAL UNIVERSITY	15	15
GUANGZHOU UNIVERSITY	24	23
SHENZHEN UNIVERSITY	21	20
Total	104	100

A total enumeration of 104 respondents was targeted but the researcher was able to elicit the participation of 100 respondents. The actual number of respondents still allows the two (2%) percent

margin of error.

Table B shows the profile of the respondents which includes sex, highest educational attainment, and number of years in service. These are shown and analyzed in the following presentations.

Table B Distribution of Basic Information

Sex	Frequency	Percentage%
Female	41	41
Male	59	59
Highest Educational Attainment		
BS Degree	23	23
EdD Graduate	28	28
MA Graduate	18	18
PhD Graduate	12	12
MS Graduate	5	5
Others	14	14
Number of Years in Service		
1-4 years	13	13
5-8 years	26	26
9-12 years	18	18
13-16 years	12	12
17-20 years	14	14
21-24 years	8	8
25-28 years	6	6
29 years and above	3	3

After the proposal of this study was approved, the researcher gathered and evaluated the data under the guidance of his adviser. For the pre-testing, he asked school department to distribute the questionnaire to the respondents who were not under the investigation. For its reliability, Cronbach Alpha coefficient was used. The questionnaire was distributed for reliability testing by pre-test procedures.

After which, Letter of Permission was sent to the selected Universities before the questionnaire was administered to the respondents. The cooperation of the University heads was sought for the referral of the questionnaire. After all questionnaires were retrieved, data were tallied and analyzed. Lastly, financial management strategies and recommendations were formulated.

3. Presentation, Analysis, and Interpretation of Data

3.1 Status of the Basic Financial Management of State-Owned Selected Universities in China

The status of the basic financial management of state-owned selected universities in China was determined based on the day-to-day operation, keeping within the budget, long term investment, and obtaining financing for the operations.

3.1.1 Day-to-Day Operation

Table 1.1 Status in terms of Day-to-Day Operation

A.Day-to-day Operation The company ...	Mean	Standard Deviation	Interpretation
1.Maintains regular billing and payment schedule to keep positive cash flow.	3.68	1.1303	Acceptable

2.Keeps detailed track of expenses and checking the grants or contracts.	3.69	1.0458	Acceptable
3.Provides clear guidelines for the ordered supplies and materials to meet the demand of the company.	3.73	1.1389	Acceptable
4.Properly conducts financial task such as banking, money transfers, writing checks, etc. for the company day-to-day.	3.56	1.1516	Acceptable
5.Maintains higher level of job satisfaction of staffs/personnel for effective financial management.	3.32	1.2155	Acceptable
Over-all WM	3.60	0.5011	Acceptable

The statement “Provides clear guidelines for the ordered supplies and materials to meet the demand of the company” got the highest weighted mean of 3.73 with a standard deviation of 1.1389 in which respondents agreed that the company provides clear guidelines for the supplies and materials ordered just to meet the demands of the company. However, the “Maintains higher level of job satisfaction of staffs/personnel for effective financial management” got the lowest mean average of 3.32 with a standard deviation of 1.2155.

Thus, the overall composite measurement in terms of Day-to-day operation got a mean average of 3.60 which was verbally interpreted as acceptable. It shows the strategic financial management and to make it transparent to all concern how the financial costs are transformed into services output. Then followed by the governance and accountability, which will determine the roles, responsibilities, delegations, and decision-making structures through which strong financial management can be introduced, implement and overseen (Maes et. al. 2012).

The result is parallel to the findings of (Jeznar, et.al., 2004) that liquidating and providing clear guidelines for the ordered supplies and materials to meet the demand of the company was a requisite on a daily basis. The concept of Financial management in Schools describes the process of ensuring that school leaders plan, organize, delegate and control the funds of the school to achieve its goals.

3.1.2 Keeping within the budget

Table 1.2 Status in terms in terms of Keeping within the Budget

B.Keeping within the Budget The company	Mean	Standard Deviation	Interpretation
1. tracks its monthly expenses	3.57	1.1193	Acceptable
2. Makes proactive corrections to make the budget accountable.	3.84	0.9971	Highly Acceptable
3. Makes the budget and the expenses transparent to all members of the company.	3.66	0.9718	Acceptable
4. Proposes new strategies and goals which are good and enough for the allotted budget for the proposed projects/goals.	3.64	1.2451	Acceptable
5. manages its budget through analyzing the important assets of the company	3.72	1.2576	Acceptable
Over-all WM	3.69	0.5323	Acceptable

The statement “Makes proactive corrections to make the budget accountable” got the highest weighted mean of 3.84 which is acceptable in verbal interpretation as respondents strongly agreed

that the company makes proactive corrections to make the budget accountable. However, in extent to “Proposes new strategies and goals which is good and enough for the allotted budget for the proposed projects/goals” got the lowest weighted mean of 3.64 with a standard deviation of 1.2451 which was verbally interpreted to acceptable as respondents agree that the company somehow propose new strategies and goals which is good and enough for the allotted budget for the projects and goals.

Thus, the distribution of respondents in terms of Keeping within the budget got an overall composite measurement of 3.69 which was verbally interpreted to as acceptable. This shows that budget management is managing the sources of funding and expenditure, and allocating these resources in line with organizational priorities and their cost effectiveness (Tumashik et. al. 2017).

3.1.3 Long term investment

Table 1.3 Status in terms of Long-Term Investment

C.Long Term Investment The company...	Mean	Standard Deviation	Interpretation
1.understands the risk tolerance in long term investment	3.37	0.9450	Acceptable
2.Incorporates mix of stocks, bonds, and other assets of the company to mitigate risk, weather the market's ups, and down which will attract investors.	3.57	0.8747	Acceptable
3.Rebalances by selling investments which is above the target allocation.	3.53	0.8895	Acceptable
4. Invests proceeds of assets which are below the target.	3.63	0.8562	Acceptable
5.Avoids pulling the invested money out.	3.53	0.9742	Acceptable
Over-all WM	3.53	0.3738	Acceptable

The table revealed that the overall weighted mean of long-term investment is 0.37 which was interpreted as acceptable. “Invests proceeds of assets which are below the target” got the highest weighted mean of 3.63 with a standard deviation of 0.8562 and is verbally interpreted acceptable as respondents agreed that the company invests proceeds of assets which are below their target. However, “understands the risk tolerance in long term investment” got the lowest weighted mean of 3.37 with a standard deviation of 0.9450 which was verbally interpreted to moderately acceptable but respondents somehow agreed that the company understand the risk tolerance in long term investment.

Furthermore, the distribution of respondents in terms of long-term investment has a result of 3.53 which was verbally interpreted to acceptable as respondents agreed on all the statement given to them. This shows that strategies in long term investments provides growth and sustainable decisions and stock valuation in which investments should be practiced through financial management practices which is associated by long term investments as this will serves as a life term asset (Broussard et al., 2011).

3.1.4 Obtaining Finance for The Operations

Table 1.4 Status in terms of Obtaining Financing for the Operations

D. Obtaining financing for the operations The company	Mean	Standard Deviation	Interpretation
1. Keeps the historical financial statements that are accurate and in clear format that impart a reasonable understanding of why the results occurred.	3.80	1.1662	Highly Acceptable
2. Forecasts, through the Revenue and Order, at the beginning of each quarter that are updated at least once during the quarter.	3.73	1.1988	Acceptable
3. Prepares profit and loss forecasts each quarter and reviews them with the management team.	3.82	1.2114	Highly Acceptable
4. Has departmental expense and capital budgets.	3.77	1.1258	Highly Acceptable
5. Has monthly or quarterly budget versus actual reports.	3.99	1.1090	Highly Acceptable
Overall Weighted Mean	3.82	0.5216	Highly Acceptable

The table showed the distribution of respondents in terms of Obtaining Financing for the Operations whereas “Has monthly or quarterly budget versus actual reports” got the highest weighted mean of 3.99 with a standard deviation of 1.1090 in which respondents strongly agree that the company has monthly or quarterly budget versus the actual reports. Meanwhile, “Prepares profit and loss forecasts each quarter and reviews them with the management team” has a mean average of 3.82 with a standard deviation of 3.82 as respondents strongly agreed on the statement. However, “Forecasts, through the Revenue and Order, at the beginning of each quarter that are updated at least once during the quarter” got the lowest weighted mean of 3.73 with a standard deviation of 1.1988 whereas respondents agreed that somehow the company forecasts through the revenue and order.

Thus, the distribution of respondents in terms of obtaining financing for the operations has a total weighted mean of 3.82 with a standard deviation of 0.5216 which was verbally interpreted to highly acceptable. In addition, governance and accountability is important in financial management. Without structures and processes in place to make decisions at the right level, managing financial performance is more difficult and prone to risk (Gitman et.al. 2011).

Table 1.5 Summary of Table for Status of Basic Financial Management of State-Owned Selected Universities in China

Day-to-day Operation Summary	Overall Weighted Mean	Standard Deviation	Interpretation
Keeping within the Budget	3.69	0.5323	Acceptable
Long term Investment	3.53	0.03738	Acceptable
Obtaining Financing for the Operations	3.82	0.5216	Highly Acceptable
TOTAL	3.68	1.1303	Acceptable

Table 1.5 shows the summary of table results for day-to-day operation wherein keeping the budget got an overall weighted mean of 3.69, with a standard deviation of 0.5323 and is interpreted as acceptable. Meanwhile, long term investment has an overall weighted mean of 3.53, with a standard deviation of 0.03738 and is interpreted as acceptable. Moreover, a total of 3.68 of overall

weighted mean was tallied on the summary results of day-to-day operation with a standard deviation of 1.1303, and is interpreted as acceptable.

3.2.Difference in the Status of the Basic Financial Management of State-Owned Selected Universities in China when Grouped According to their Demographic Profile.

Demographic information helps one to have a deeper understanding of various aspects of an audience's history, such as their age, race, ethnicity, income, employment position, marital status, and so forth (Staff, n.d.).

3.2.1 Sex

Table 2.1 Status of the Basic Financial Management of State-Owned Selected Universities in China when Grouped According to Sex

Variable	WM	VI	t-value	T-critical value	Decision	Interpretation
Male	3.77	acceptable	-0.374	1.661	Accept Ho	Not significant
Female	3.75	acceptable				

Table 2.1 shows the status of significant difference of basic financial management of state-owned selected Universities in China when grouped according to sex whereas. The computed t-value of -0.374, a t-critical value is less than the t-critical value 1.662. This assumes that there is no significant difference in the status of the basic financial management of state-owned selected universities in China when grouped according to sex.

The findings were supported by the study of Marino (2019) where the financial management practices of the selected institution do not show any relationship with their gender. Eliminating the gender, the financial management of the said institutions was carried out through the process of ensuring that school leaders plan, organize, delegate and control the funds of the school to achieve its goals.

3.2.2 Highest Educational Attainment

Table 2.2 Status of the Basic Financial Management of State-Owned Selected Universities in China when Grouped According to Highest Educational Attainment

Variable	WM	VI	Computed F Value	Critical F value	p- value	Decision	Interpretation
BS Degree	3.6761	acceptable	4.281	2.316	0.001	Reject Ho	Not Significant
EdD Graduate	3.7366	acceptable					
MA Graduate	3.8736	Highly acceptable					
PhD Graduate	3.8231	Highly acceptable					
MS Graduate	3.8375	Highly acceptable					
Others	3.7161	acceptable					

Table 2.2 shows the status of the basic financial Management of state-owned Selected Universities in China when grouped according to Highest Educational Attainment. Results of the computed f-value that is 4.281 which is greater than the critical f-value of 2.316. This indicates that there is a no significant difference in the in the status of the basic financial Management of state-owned Selected Universities in China when grouped according to Highest Educational Attainment.

Flinn (2018) stated that the social survey variable for financial management held the advantage of directly observing relationships

between an individual’s financial satisfaction and an individual’s educational attainment level over time, rather than measuring associations indirectly with employment or economic data. Response categories of financial satisfaction were on a three-point scale of satisfied, more or less satisfied, and not at all satisfied.

3.2.3 Number of Years in Service

Table 2.3 Status of the Basic Financial Management of State-Owned Selected Universities in China when Grouped According to Years of Service

Variable	WM	VI	Computed F Value	Critical F value	p- value	Decision	Interpretation
1-4 years	3.6404	acceptable	3.279	2.103	0.004	Reject Ho	Not Significant
5-8 years	3.7077	acceptable					
9-12 years	3.7431	acceptable					
13-16 years	3.8750	Highly acceptable					
17-20 years	3.8750	Highly acceptable					
21-24 years	3.8406	Highly acceptable					
25-28 years	3.8375	Highly acceptable					
29 years and above	3.8083	Highly acceptable					

Table 2.3 shows the results of the computed F-value of 3.279 which is greater than the critical f-value of 2.103. This indicates that there is a no significant difference between the financial management practices according to number of years in service.

The number of years of service according to Gaugh (2017) do not equate to much greater capacity to handle financial management. In business, financial management is the practice of handling a company’s finances in a way that allows it to be successful and compliant with regulations. That takes both a high-level plan and boots-on-the-ground execution.

3.3 Status of Proactive Financial Management

Proactive conduct is defined as activity that is undertaken in anticipation of a future event rather than reacting to it. In contrast to reacting to a situation or waiting for things to happen, proactive management refers to taking charge of a problem and making early adjustments. In addition, proactive financial management refers to the act of creating or managing a situation by forcing something to occur rather than reacting to it after it has occurred. (Of a person, policy, or action). Moreover, preventing issues before it occurs requires being proactive in the identification and prevention of possible problems.

3.3.1 Controlling

Table 3.1 Controlling of Proactive Financial Management

A.Controlling of Proactive Financial Management The company ...	Mean	Standard Deviation	Interpretation
1.Keeps, through The Revenue and Order, forecasts that are in sufficient detail to know what actions must be taken to achieve the forecast.	3.80	1.0677	Acceptable
2.identifies all costs that vary with revenues and understands their relationship (the pattern in which change relative to revenue)	3.65	1.0988	Acceptable

3.Forecasts cost of goods sold, expenses and capital spending (and any other uses of cash) at least once per quarter.	3.55	1.1521	Acceptable
4.Prepare and reviews the profit and loss forecasts far enough in advance, which actions can be taken to substantially improve the results.	3.39	1.2320	Acceptable
5.Prepare a cash-flow forecast showing all sources and uses of cash.	3.84	1.0072	Highly Acceptable
6.Links the revenue, P&L and cash flow forecasts in a way that variables such as changes in revenue assumptions or hiring can be modified and immediately flow through to P&L and Cash-flow forecasts.	3.82	1.0524	Highly Acceptable
Overall Weighted Mean	3.68	0.4733	Acceptable

Table 3.1 shows the distribution of respondents in terms of Controlling of Proactive Financial Management whereas the “Prepare a cash-flow forecast showing all sources and uses of cash” got the highest mean average of 3.84 and a standard deviation of 1.0072 in which respondents strongly agreed that the company prepares a cash-flow forecast that shows all sources and uses of cash. However, “Prepare and reviews the profit and loss forecasts far enough in advance, which actions can be taken to substantially improve the results” got the lowest weighted mean of 3.39 and a standard deviation of 1.2320 whereas respondents’ responses were verbally interpreted to agree. The total distribution of respondents in terms of Controlling of Proactive Financial Management got an overall composite mean of 3.68 and a standard deviation of 0.4733 whereas respondents’ responses were verbally interpreted as acceptable. Thus, fortunately, effectively implemented governance efforts may also enhance fundamental revenue-generating company activities. Business analytics may be used on the new data. Legal can be better prepared for meetings and save money on review costs. Records can function faster. Compliance improves the whole company (Powell et. al., 2018).

3.3.2 Preventing Unnecessarily Stressful Situations

Table 3.2 Preventing Unnecessarily Stressful Situations of Proactive Financial Management

B.Preventing Unnecessarily Stressful Situations of Proactive Financial Management The company ...	Mean	Standard Deviation	Interpretation
1.Has clear understanding of what actions would need to be taken if the business’ orders/revenues increased or decreased 50% in a short period of time.	3.82	1.0897	Highly Acceptable
2.Has identified the core competitive strengths of the business.	3.88	0.9410	Highly Acceptable
3.Has team that has fortitude to take the necessary actions, if required, due to a severe drop in revenue while maintaining the core competitive strengths of the business.	3.85	1.1258	Highly Acceptable
4.Has identified what relationships will be necessary with external investors, bankers or other parties to reach your financial goals.	3.91	1.0009	Highly Acceptable
5.Knows to evaluate any offer of acquisition or merging be it in both financial and non-financial terms.	3.94	1.0471	Highly Acceptable
6.Has ways to gauge the “non-financial” indicators of a company’s health such as team’s responsiveness to customer issues, customer satisfaction, employee loyalty, and moral.	3.93	1.0886	Highly Acceptable

Overall Weighted Mean	3.89	0.4034	Highly Acceptable
-----------------------	------	--------	-------------------

Table 3.2 illustrates the distribution of respondents in terms of preventing unnecessarily stressful situations of Proactive Financial Management whereas “Knows to evaluate any offer of acquisition or merging be it in both financial and non-financial terms” got the highest mean average of 3.94 and a standard deviation of 1.0471 in which respondents responses was verbally interpreted to strongly agree. Moreover, the overall results of the distribution of respondents in terms of preventing unnecessarily stressful situations of proactive financial management got a composite mean of 3.89 with a standard deviation of 0.4034 which was verbally interpreted as highly acceptable. Thus, Strategic life financial planning may assist you in proactively preventing problems rather than reactively reacting to them when they arise, which may be too late (Why, 2017).

3.4 Status of Proactive Financial Management when the Respondents are Grouped according to Profile Variables

3.4.1 Sex

Table 4.1 T-test of Proactive Financial Management when grouped according to Sex

Variable	WM	SD	VI	t-value	Sig	Decision	Interpretation
Male	3.77	0.13544	Acceptable	1.326	0.188	Accept Ho	Not significant
Female	3.80	0.11206	Acceptable				

Table 4.1 shows that the status of proactive financial management is acceptable in terms of male respondents with a weighted mean of 3.77 (SD value = 0.13544). This holds true also for female respondents with a weighted mean of 3.80 (SD = 0.11206). The difference was tested and the results shows a t-value of 1.326 and p-value of 0.188. With the p-value greater than 0.05 level of significance, it means that the null hypothesis of no difference should be accepted. This means that there is no significant difference on the proactive-financial management in terms of controlling and preventing unnecessarily stressful situation.

3.4.2 Highest Educational Attainment

Table 4.2 T-test of Proactive Financial Management when grouped according to their Highest Educational Attainment

Variable	WM	SD	VI	t-value	Sig	Decision	Interpretation
BS Degree	3.74	0.133	Acceptable	3.635	0.005	Accept Ho	Not Significant
EdD Graduate	3.74	0.138	Acceptable				
MA Graduate	3.87	0.083	Highly Acceptable				
PhD Graduate	3.83	0.097	Highly Acceptable				
MS Graduate	3.77	0.105	Acceptable				
Others	3.77	0.110	Acceptable				

As shown in table 4.2, the Proactive Financial Management is highly acceptable for those respondents who are MA and PhD graduates with a weighted mean of 3.87 (SD value = 0.083). and 3.83 respectively (SD value = 0.097). While those who BS Degree, EdD graduate, MS graduate and others have acceptable level with a weighted mean of 3.74 (SD value = 0.133), 3.74 (SD value = 0.138), 3.77 (SD value = 0.105), 3.77 (SD value = 0.110) respectively.

Though the verbal interpretation is the same to all, the weighted means showed no difference. The difference was tested and the t-value of 3.635 a p-value of 0.005. With the p-value greater

than 0.05 level of significance, it means that the null hypothesis has difference and should be accepted. This means that there is a no significant difference on the proactive-financial management when grouped according to their Highest Educational Attainment.

3.4.3 Number of Years in Service

Table 4.3 T-test of Proactive Financial Management when grouped according to Number of Years in Service

Variable	WM	SD	VI	t-value	Sig	Decision	Interpretation
1-4 years	3.76	0.111	acceptable	3.272	0.004	Accept Ho	Not significant
5-8 years	3.73	0.136	acceptable				
9-12 years	3.77	0.106	acceptable				
13-16 years	3.74	0.165	acceptable				
17-20 years	3.88	0.795	Highly acceptable				
21-24 years	3.86	0.076	Highly acceptable				
25-28 years	3.85	0.084	Highly acceptable				
29 years and above	3.72	0.092	acceptable				

Table 4.3 shows that the pro-active financial management has a highly acceptable level for those respondents between 17 – 28 years of service with the weighted mean of 3.88 (SD value = 0.795) 3.86 (SD value = 0.076), 3.85 (SD value = 0.084) respectively.

Though the verbal interpretation is the same to all, the weighted means shows a difference. The difference was tested and resulted with the t-computed value of 3.272 and p-value of 0.004. With the p-value greater than 0.05 level of significance, it means that the null hypothesis of no difference should be accepted. There is no significant difference on the proactive-financial management when grouped according to Number of Years in Service.

3.5. Relationship in the Status of Proactive Financial Management in Terms of Controlling and Preventing Unnecessarily Stressful Situations

For the financial management department, providing quality financial and accounting services to universities is essential in order to achieve the vision and mission of leading excellence institutions that develop intellectual and human resource capacity for the benefit of the nation and international companies (Financial Services | University of Botswana, 2020).

The data study shows an r factor of 0.072 between controlling and preventing unnecessary pressure conditions. This only indicates that there is a very low positive linear correlation between the two. The p value is 0.476, which is greater than the significance level of 0.05, which further proves that there is no significant relationship. Therefore, strong proactive financial management understands the purpose in giving quality financial and accounting services to universities which enables in achieving the vision and mission of leading an excellence Institutions breeding intellectual and human resource capacity of the nation and the international Company (Financial Services | University of Botswana, 2020)

3.6. Strengths And Weaknesses of Selected Universities Based in Their Practice and Implementation of Financial Management

3.6.1 Strengths in the Practice and Implementation of Financial Management

3.6.1.1 Financial Efficiency

The participants reiterated that their institution have an

effective financial management system as they were able to plan, organize, direct and regulate its financial operations systematically.

Thus, financial efficiency is important in performing task in a short period of time which is more effective through simplified and standardized methods which leverages technology and consolidation through eliminating non-core activities through the shared services in finance (PwC, n.d.).

3.6.1.2 Financial Management

Majority of the universities are focused on four practices to work together namely the supply which includes the process, system, data, capability and leadership, and on demand for comprises on internal governance, external governance and central government financial framework, and strong financial management.

Therefore, it explains the financial management which provide the organization in maintaining investors through reporting, accounting, communication, with a wide range of budgeting, forecasting, and management of business costs and cashflow of the entire organization (Finch, 2010).

3.6.2 Weaknesses in the Practice and Implementation of Financial Management

3.6.2.1 Financial Accounting Records

According to the participants, they promptly reconcile its financial accounting records during the years. An adequate reconciliation provides assurance that processed transactions are properly and promptly recorded in accounting records and financial statements, which in turn facilitates management's ability to routinely analyze its financial condition and results of operations and to use that data in the course of daily operations. However, some of the universities did not adequately perform reconciliations and could not provide sufficient documentation to support its financial transactions.

Moreover, according to NIBUSINESS INFO (n.d.), maintaining accurate accounts and up to date is important to keep track the expenses, debts, and creditors of the organization. Moreso, it applies tracking of added funds, accountancy costs, and the tax payables of the organization.

3.6.2.2 Financial Management Systems

Education continues to be plagued by serious internal control and system deficiencies that hinder its ability to achieve lasting financial management improvements. While Education has planned and begun implementing many actions to resolve its financial management problems, it is too early to tell whether they will be successful.

3.6.2.3 Inadequate Practices

The responses have revealed low participation of stakeholders to increase school income, lack of skilled and experienced, lack of training, lack of budget allocation criteria, not enough structured guideline and procedures, lack of budget, low controlling systems, low participation of concerned bodies or school personnel involve in the budget planning and decision-making process, improper utilization of financial resources and lack of auditing school finance can affect highly the effectiveness and efficiency of financial management in the studied schools.

Thus, small and medium organizations are reported to have major effects of failures as their strategic financial management is on the vital role whereas inadequate practices are in a survival growth that includes the performances of the employees (Karadag, 2015).

3.7 Existing Financial Management structures and practices of the Selected Universities in China

The following presents the summary of the themes from the responses regarding the existing financial management structure and practices of selected universities in China.

3.7.1 Obtaining Finance for The Operations

Keeps the historical financial statements that are accurate and in clear format that impart a reasonable understanding of why the results occurred. In addition, In addition, governance and accountability is important in financial management. Without structures and processes in place to make decisions at the right level, managing financial performance is more difficult and prone to risk (Gitman et.al. 2011).

3.7.2 Forecasting

Forecasts, through the Revenue and Order, at the beginning of each quarter that are updated at least once during the quarter.

Moreso, According to Guthman and Dougal (2012), financial management means, "the activity concerned with the planning, raising, controlling, and administering of funds used in the business."

3.7.3 Rules and Systems

School financial management comprises the planning and implementation of a financial plan, accounting, reporting and the protection of assets from loss, damage and fraud. Schools can regulate their financial management with internal rules.

The financial management system underpins good government and good business. This will ensure that the internal and external stakeholders can understand and control how well an organization plans and use their financial resources. The financial management has four elements namely; budget management; financial controls; value management; and governance and accountability. These elements are inter-related activities, reliant on, and made possible by a solid foundation of each collaborating elements (Awunyo-Vitor, 2018).

3.7.4 Transaction Management

The system allows for common transactions that are done in the school to be recorded by creating custom categories. Similarly, custom categories can be created forever new expenses and new incomes. The system also makes it easy to revert manage donations taxes and for easy asset and liability management.

Therefore, effective budget management happens when funding and expenditures are in line with strategic priorities and based on a clear definition of the performance expectation (Tumashiket. al. (2017).

3.8. Financial Management Strategies Manual Proposal for the Improvement of the Selected Universities

The proposed manual was based on the manual made by Jeanny Mead (n.d.) which contains the Financial Management Practices which consist the financial planning, allocating funds, controlling, acquisition, environmental factors, and many more aspects which could be used by schools in strategizing their financial management practices, in developing, and improving their financial operations.

The goals are:

1. provide an independent timely and fair review of decisions

under the RTI and IP Acts;

2. provide an independent and timely privacy complaint resolution service;

3. foster improvements in the quality of practice in right to information and information privacy in public sector agencies; and

4. promote the principles and practices of right to information and information privacy in the community and within government.

4. Summary, conclusions, and recommendations

This chapter synthesizes the research findings, arrives at general conclusion based on the findings, and offers recommendations based on the findings and conclusion.

4.1 Summary

4.1.1. Status of Basic Financial Management of State-owned Selected Universities in China

4.1.1.1 Day-to-day operation

The overall weighted mean of 3.69 with a standard deviation of 0.5323 revealed acceptable basic financial management in term of day-to-day operation.

4.1.1.2 Keeping with the Budget

In terms of Keeping within the budget got an overall composite measurement of 3.69 which was verbally interpreted as acceptable.

4.1.1.3 Long Term Investment

In terms of long-term investment has a result of 3.53 which was verbally interpreted as acceptable.

4.1.1.4 Obtaining Financing for the Operations

In terms of obtaining financing for the operations has a total weighted mean of 3.82 with a standard deviation of 0.5216 which was verbally interpreted to highly acceptable.

4.1.2. The Status of The Basic Financial Management of State-Owned Selected Universities in China When Grouped According to Profile Variables

4.1.2.1 Sex

The computed t-value of -0.374, a t-critical value is less than the t-critical value 1.662. This assumes that there is no significant difference in the status of the basic financial management of state-owned selected universities in China when grouped according to sex.

4.1.2.2 Highest Educational Attainment

The computed f-value that is 4.281 which is greater than the critical f-value of 2.316. This indicates that there is a significant difference in the in the status basic financial Management of state-owned Selected Universities in China when grouped according to Highest Educational Attainment.

4.1.2.3 Number of Years In Service

The computed F-value of 3.279 is greater than the critical f-value of 2.103. This indicates that there is a significant difference between the financial management practices according to number of years in service

4.1.3 The status of proactive financial management in terms of Controlling, and preventing unnecessarily stressful situations

4.1.3.1 Controlling

The composite mean of 3.68 with the standard deviation of 0.4733 reveals an acceptable status of proactive financial management in terms of controlling.

4.1.3.2 Preventing Unnecessarily Stressful Situations

The composite mean of 3.89 with the standard deviation of 0.4034 reveals a highly acceptable status of proactive financial management in terms of preventing unnecessarily stressful situations.

4.1.4 Status of Proactive Financial Management when the Respondents are grouped according to Profile Variables.

4.1.4.1 Sex

The results shows a t-value of 1.326 and p-value of 0.188. With the p-value greater than 0.05 level of significance, it means that the null hypothesis of no difference should be accepted. This means that there is no significant difference on the proactive-financial management in terms of controlling and preventing unnecessarily stressful situation.

4.1.4.2 Educational Attainment

The t-value of 3.635 a p-value of 0.005. With the p-value greater than 0.05 level of significance, it means that the null hypothesis has difference and should be accepted. This means that there is a no significant difference on the proactive-financial management when grouped according to their Highest Educational Attainment.

4.1.4.3 Number of Years in Service

The results show a t-computed value of 3.272 and p-value of 0.004. With the p-value greater than 0.05 level of significance, it means that the null hypothesis of no difference should be accepted.

4.1.5. Relationship in the status of proactive financial management in terms of controlling and preventing unnecessarily stressful situations

The results show the r-coefficient of 0.072 between Controlling and Preventing Unnecessarily Stressful Situations. It means that there was a very low positive linear correlation between the two. With the p-value of 0.476, which is greater than the 0.05 level of significance, it further unveils its no significant relationship as not significant.

4.1.6. Strengths and Weaknesses of Selected Universities Based in Their Practice and Implementation of Financial Management

The strengths in terms of practice and implementation of financial management included financial efficiency and strong financial management while as to the weaknesses, it was more on the reconciliation of financial accounting records, in terms of its financial management systems and there were also inadequate practices

4.1.7. Existing Financial Management structures and practices of the Selected Universities in China

The existing financial management structure and practices of selected universities in China includes: obtaining finance for the operations, forecasting, rules and systems, transaction management.

4.1.8. Financial Management Strategies Proposal for The Improvement of The Selected Universities

The researcher proposed a manual on the financial management strategies that schools may use in financial planning, allocating funds, controlling, acquisition.

4.2 Conclusions

Based on the findings of the study, the following conclusions are drawn:

1. The Status of Basic Financial Management of State-owned Selected Universities in China is on the acceptable level of basic financial management practices across the universities.

2. There is no significant difference in the status of the basic financial management of state-owned selected universities in China when grouped according to profile variables.

3. The status of proactive financial management in terms of Controlling is acceptable while preventing unnecessarily stressful situations is highly acceptable.

4. There is no significant difference between the Proactive Financial Management in terms of Controlling and Preventing Unnecessarily Stressful Situations.

5. There is very low positive linear correlation in terms of controlling and preventing unnecessarily stressful situations.

6. The strengths in terms of practice and implementation of financial management included financial efficiency and strong financial management while as to the weaknesses, it was more on the reconciliation of financial accounting records, in terms of its financial management systems and there were also inadequate practices. Furthermore, the existing financial management practices needs formal forms, records, processes, and internal control for the organization.

7. The existing financial management structure and practices of selected universities in China includes: obtaining finance for the operations, forecasting, rules and systems, transaction management. All financial documents must be in proper system for an effective flow of finances and so that processes would result to a correct guide for financial management.

8. A Financial Management Strategies Manual was Proposed for The Improvement of The Selected Universities.

4.3 Recommendations

Based on the findings and conclusions drawn from the study, the following recommendations are given:

1. For Financial Management Administration, to make this study as a guide in accessing financial management practices of Selected Universities in China as due to some negligence of financial management practices, challenges may prevent the return of practices which was practiced by many already whether in terms of planning, budgeting, keeping within the budget, day-to-day operation, long term investment, obtaining financing for the operations, controlling, and preventing unnecessarily stressful situations. The lack of financial management knowledge and education may lead to financial losses.

2. For universities, the institution should understand the importance of strong financial management practices.

3. For accountants, in liquidations, there is need for a report of summary of receipts and expenditures whereas cash flow and proper flow of finances of the organizations.

4. For Non-Government Organizations, the need of implementation of practices, webinars, trainings, and other activities should be recommended to adopt as this is not only for the Universities, but this will help individual manage finances in all aspects.

5. For the students, the need of implementing proactive financial management practices is recommended as this will ensure the solid foundation of preventing unnecessarily stressful situations that will affect not only the students but also the whole University campus.

6. For future researchers, they may replicate this study by determining the additional expected goal of financial management strategies in China's selected universities.

References

- [1] Atmadja, A. T., & Saputra, K. A. K. (2018). Determinant factors influencing the accountability of village financial management. *Academy of Strategic Management Journal*, 17(1), 1-9.
- [2] Broussard, J. P., Michayluk, D., & Neely, W. P. (2011). The Role Of Growth In Long Term Investment Returns. *Journal of Applied Business Research (JABR)*, 21(1). <https://doi.org/10.19030/jabr.v21i1.1503>.
- [3] Bulturayevich, M. B. et al. (2020). Modern features of financial management in small businesses. *International Engineering Journal For Research & Development*, 5(4), 5-5.
- [4] Dou, S. S. & Guo, X. F. (2020). Analysis of the application of management accounting in financial management of colleges and universities [J]. *Industrial Innovation*.
- [5] Fan, Y. G. et al. (2019). The deficiency of financial management in colleges and universities from the perspective of internal control and its supplement [J]. *Collections*, 31.
- [6] Fu, L. Y. et al. (2017). On the Integration of Financial Management Information System in Colleges and Universities [J]. *Economist*, 10.
- [7] Fu, R. S. (2019). Discussion on the financial management of colleges and universities from the perspective of internal control [J]. *China Management Informationization*, 12.
- [8] Guo, H. G. (2020). Analysis on the function of internal audit in financial management of colleges and universities [J]. *Money China*.
- [9] Li, H. Y. (2017). Discussion on the Challenges and Idea Innovation of Financial Management in Colleges and Universities in the New Period. *China International Finance and Economics*.
- [10] Li, R. (2020). The application of management accounting in financial management of colleges and universities [J]. *Enterprise reform and management*.
- [11] Liu, L. (2017). Discussion on the Challenges and Idea Innovation of Financial Management in Colleges and Universities in the New Period [J]. *Collections*, 11.
- [12] Liu, L. (2017). Research on the innovation of university financial management from the perspective of enterprise financial management [J]. *Enterprise reform and management*.
- [13] Liu, X. L. (2019). A brief analysis of the difference and connection between the practical teaching of financial management and accounting majors in universities in China [J]. *Collections*, 33.
- [14] Lu, Q. L. (2017). Financial management problems and countermeasures in colleges and universities [J]. *Modern Business Trade Industry*, 8, 124.
- [15] Meng, L. (2021). Financial Management of Colleges and Universities under the New Government Accounting System [J]. *Assets and*

Finances in administration and institution.

[15] Yin,Q.Y.et al.(2017).An Analysis of Financial Management Innovation in Universities under Big Data Environment[J].Collections,2.

Zhao,L.W.(2021).The transformation and realization path of financial management objectives in colleges and universities under the background of new era[J].Journal of Heihe University.