

# Research on the Incentive System of Human Resource Management in Universities

Dan Li<sup>1,2†\*</sup>

<sup>1</sup>Jilin Railway Technology College, Jilin 132000, Jilin Province, China

<sup>2</sup>Woosong University, Daejeon 34606, Korea

<sup>†</sup>Lecturer and PhD Student of Woosong University, Management Studies Direction

\**Corresponding author:* Dan Li, 375011325@qq.com

**Copyright:** © 2023 Author(s). This is an open-access article distributed under the terms of the Creative Commons Attribution License (CC BY 4.0), permitting distribution and reproduction in any medium, provided the original work is cited.

**Abstract:** Based on the actual situation of the establishment of the incentive system for human resource management in universities, the constituent elements and relevant principles of the incentive system for human resources in universities are expounded on, the current situation of the actual needs of the faculty and staff in universities is studied and analyzed, and practical plans for establishing the concept and implementing the incentive system in universities are proposed, with relevant incentive mechanisms for human resource management focusing on differentiated needs developed for reference.

**Keywords:** Human resources; Incentive system; Problem solving; University manpower

**Online publication:** April 27, 2023

## 1. Introduction

The compensation management and human resource application rule in human resource management is a kind of incentive mechanism. The incentive theory, which has developed and gained maturity in the administration of management, is widely used in the field of modern management, highly valued by the administrators of colleges and universities, and extensively used in the management business of colleges and universities. While the practical application of incentive theory is highly valued by human resource managers in universities, a human resource management incentive system adapted to the in-depth research and analysis of the administrative management of the incentive mechanism is established <sup>[1]</sup>. However, with the rapid development of social economy and the impact of social pluralism, profound changes have taken place in the internal and external environment of universities, resulting in changes in the ideological and behavioral characteristics of college staff. In this situation, colleges and universities should pay more attention to exerting the effectiveness of the incentive system of human resource management and promoting and improving the quality and efficiency of the human resource management work in colleges and universities, so as to maintain a high degree of ideological stability among faculty and staff and devotion to education and scientific research <sup>[2]</sup>. Therefore, the research on the incentive mechanism of human resource management in colleges and universities is an important part of the current human resource management work in colleges and universities and an important way to promote the continuous improvement of the quality and efficiency of the management work in colleges and universities.

This article focuses on the important role played by the establishment of the current incentive system in human resources management in universities, points out the characteristics and laws of the real needs of

modern university faculty and staff, analyzes and studies the existing problems and principles in the establishment of the incentive system for human resource management in universities, and proposes optimal solutions to the problems in order to exert the advantages of the human resource management incentive system, mobilize the innovative ability and work enthusiasm of faculty and staff, and ensure the realization of the goals of human resource management in universities.

## **2. The important role played by the incentive system for human resource management in universities**

Currently, the higher education system in China has entered a period of deepening reform. Ensuring good management and development of human resources in universities, optimizing the structural system of the teaching staff, and attracting and making full use of talents have become the key to improving the quality and efficiency of education and teaching in universities <sup>[3]</sup>. Therefore, colleges and universities should utilize the human resource incentive system and use various incentive means and measures to completely pass on the overall educational thought, teaching objectives, and core values to every faculty and staff, so as to continuously develop talent potential and stimulate innovation power. Therefore, the talent incentive system in universities plays an important role in the development and management of human resources in universities.

### **2.1. Further stimulate the enthusiasm of teaching staff**

The human resource incentive system in colleges and universities plays a positive incentive effect. Through positive promotion and guidance for faculty and staff, their enthusiasm for work is further stimulated, and they have higher self-awareness in their work. They consciously display the enterprising spirit of initiative and exploration and devote themselves to the teaching practice of higher education with a spirit of seeking truth and pragmatism, striving upward, and full of enthusiasm, thereby improving and ensuring the quality of education and teaching <sup>[4]</sup>.

### **2.2. Further attracting and motivating talents**

With the rapid development of modern economy and society, social competition is becoming increasingly fierce. Therefore, colleges and universities should pay special attention to attracting and absorbing various kinds of talents, vigorously strengthen the quality of professional talent team construction work, allocate human, material, and financial resources, cultivate and train talents, establish incentive measures for professional talents, and further increase the publicity efforts for talent introduction, so as to attract more professional talents who can serve the central work, such as teaching in colleges and universities, and strengthen the core competitiveness of universities.

### **2.3. Further promoting the improvement of personal abilities and qualities of teaching and administrative staff**

The establishment and improvement of the incentive system has enabled faculty members to gain a great sense of satisfaction in their needs. At the same time, it has also set higher standards and requirements for faculty members in the professional field, enabling them to consciously exert their subjective initiative, implement the requirements for improving their professional abilities and qualities, and selflessly devote themselves to the teaching and research work, thereby accumulating strength for college education and teaching.

## **3. Elements of the incentive system for human resource management in universities**

### **3.1. Salary**

At present, with the rapid development of social economy, people's living environment and standards have

improved, and the pursuit of material culture among people is becoming more prominent. Therefore, in order to attract, retain, and motivate talents, colleges and universities have to consider actual material needs, such as salary and benefits. Universities should establish a relatively complete salary incentive system and conduct research and demonstration on the rationality and fairness of remuneration. Salary can effectively address the market's supply and demand relationship to attract talents. At the same time, performance benefits should be used to promote the enthusiasm of university staff for work and effectively motivate staff to serve for teaching.

### **3.2. Humanistic environment**

Colleges and universities are institutions of higher learning that cultivate virtue and people. Therefore, special attention should be paid to the establishment and edification of a humanistic environment; good, healthy, and harmonious interpersonal relationships should be established based on humanistic concepts and emotional exchanges <sup>[5]</sup>. In particular, university administrators should establish the concept of building a humanistic environment in communication and impress the people around them with true feelings and their charming personalities. "We should think about issues from the perspective of teaching staff at grassroots level and think about what frontline workers are thinking. We should communicate ideas and emotions with the frontline teaching staff and carry out frequent visitations to the grassroots level to help solve the practical problems encountered by grassroots workers." Therefore, establishing a humanistic environment and cultivating deep friendship will gain the support and trust of colleagues and subordinates as well as enhance the cohesion and centripetal force of grassroots teaching staff toward the university.

### **3.3. High honor**

A collective's centripetal force is characterized by its employees' strong sense of collective honor and their unrelenting efforts to attain the greatest achievements and glory for the collective <sup>[6]</sup>. Therefore, colleges and universities should focus on cultivating a strong sense of collective honor among the internal faculty and staff and encourage the faculty and staff to make contributions to the school through various practical incentive methods. Colleges and universities should adopt a variety of ways to stimulate the collective sense of honor of faculty and staff, such as selecting exemplary individual, releasing a list of outstanding personnel, holding a commendation ceremony for them, and issuing model worker medals and certificates, so as to meet the spiritual needs of the faculty and staff and stimulate greater work confidence and enthusiasm among them.

## **4. Development status of the actual needs of college faculty and staff**

In the process of establishing an incentive system for human resource management in universities, it is necessary to focus on the analysis and research of the real needs of faculty and staff, so as to propose a scientific incentive system design for human resource management, which can ensure the accuracy and principles of the application of incentive methods, means, and measures in human resource management. Therefore, colleges and universities should focus on several aspects of the actual situation when analyzing the actual needs of the teaching and administrative staff.

### **4.1. Rapid growth in material and cultural needs**

Today, with the rapid development of social and economic activities, people's desire for a better life has taken precedence. At the same time, the great wealth of social material living resources has also rendered people a need of a certain material basis as a guarantee in social activities. The teaching staff in universities are generally frontline teaching personnel with high cultural quality and professional ability, and their desire to improve their living environment and conditions is equally dire. From the perspective of the contributions

and efforts made by university staff in frontline teaching, they should receive corresponding material satisfaction. Although, in recent years, great efforts have been made in areas of housing and salaries in universities, and certain results and improvements have been achieved, compared to other industries, the level of treatment of young and middle-aged teachers still cannot meet the continuous motivation of universities to absorb talents <sup>[7]</sup>.

#### **4.2. Increasing awareness of fair competition**

The great development of social and cultural undertakings has continuously strengthened the awareness of fairness of the main body of social culture among the public. As a member of society, faculty and employees in universities have a stronger awareness of fair competition, fair participation, and fair needs in aspects such as personnel arrangements, distribution systems, job evaluation and awards, further education research, scientific research project approval, and competitive employment. This awareness of safeguarding one's own interests is also a concentrated manifestation of building a fair environment in society, indicating the growth and progress of the cause of social justice. Therefore, the reasonable needs of faculty and staff in universities should be highly valued by the university leadership. It is imperative to consciously and responsibly build an environment for fair competition in universities, strictly implement measures and systems of distribution according to work and selection based on performance, and establish a healthy, reasonable, and scientific fair competition service mechanism.

#### **4.3. Stronger demand for improvement in the level of learning**

Knowledge leads the advancement of science and technology, and knowledge embodies scientific research and productivity <sup>[8]</sup>. Therefore, universities are in fact the ground on which high-level talents gather. The awareness of knowledge updating among frontline faculty members in universities is stronger, especially in various aspects such as updating cutting-edge educational knowledge, applying knowledge technology, and adjusting the knowledge structure. They need to put in great effort to improve their own quality and ability. Therefore, many faculty members are eager to pursue further education and continue to study and research, and there is a need to strive to open up more development opportunities for them.

#### **4.4. Gradually increasing demand for self-realization differences**

The three needs theory of motivation is a clear explanation of individual self-realization. Many faculty members in colleges and universities practice the requirements of these three needs in social activities, mainly due to the fact that faculty members in colleges and universities generally have a high level of education and academic qualification and that simple material needs may not meet their needs. They also need to be recognized in areas such as spiritual culture and professional achievements. Therefore, it can be said that the need for self-realization is the fundamental and most important and critical need of college faculty and staff.

### **5. Strategies for establishing an incentive system for human resource management in universities**

#### **5.1. Adhere to people-oriented development concept**

The main purpose of establishing an incentive system for human resource management in universities is to attract and cultivate professional talents required for teaching, further enhance the enthusiasm of faculty and staff, and improve the level of human resource management as well as the quality and efficiency in universities. Therefore, when establishing an incentive system for human resource management in universities, it is necessary to focus on establishing and improving mechanisms in order to enhance the level of theoretical knowledge and professional practical ability of the teaching and administrative staff, as well as conducting top-level design focused on achieving incentive goals, so that human resource

management can adapt to and generate cohesive effects. Therefore, in the establishment of the incentive system for human resource management in colleges and universities, special attention should be paid to the development of both common and individual needs of faculty and staff. Corresponding incentive measures should be formulated based on the principle of “people-oriented,” so as to further enhance the vitality and attractiveness of human resource management in colleges and universities, as well as achieve a virtuous circle of talent competition <sup>[9]</sup>.

## **5.2. Make a scientific plan for the implementation of human resource management incentives**

The establishment of the incentive system for human resource management is an important part of the establishment of the administrative management system in universities. It is an important guarantee for attracting, accepting, and cultivating talents. Therefore, colleges and universities must strengthen the formulation of incentive plans for human resource management, especially in areas closely related to teaching, such as teaching management, logistics support, and research project approval, all of which require adherence to the principle of planning first, implementing later, and then evaluating. The incentive plan for human resource management in universities should also reflect two levels of content.

### **5.2.1. Planning should be compatible with the operation of the overall administrative system**

Planning and setting operate under the overall administrative management system of the university, adapt to the management system and management plan of the university, organize and implement scientifically, and evaluate the development scientifically. The incentive planning for human resource management in universities should not contradict the operating system of universities administrative management, but rather should be carried out in accordance with the development laws of adapting to the common and individual characteristics of people, emphasizing the promotion of human abilities and qualities as well as the theory of career development.

### **5.2.2. Planning should be systematic with systematic operation implementation**

Administrative management in universities is a systematic project in universities. It is a management system that assists and guides teaching. In this system, human resource management in colleges and universities occupies an important position. Therefore, the incentive practice of human resource management in colleges and universities should be combined with the mechanisms of various systems in the administrative management system of colleges and universities. The two should be unified and coordinated with each other, and various factors of human resource management should be considered in each link.

## **5.3. Build a fairly strong incentive mechanism**

A university should be based on the fundamental principle of human resource management. The fundamental principle followed by incentive mechanisms is fairness, which can ensure the effectiveness and stability of the implementation of incentive mechanisms. Incentive measures that lack fairness often fail to achieve the expected corresponding effect; instead, it may dampen the enthusiasm and positive mentality of the teaching staff, resulting in the loss of teaching talent. When establishing a fair incentive mechanism, the following aspects should be considered: first, the principle of consistency should be adhered to when formulating incentive standards; second, the incentive principle should be adapted for work performance; third, fair performance opportunities and a fair competitive environment should be provided; fourth, open and democratic incentive measures should be implemented.

#### 5.4. Pay attention to the differentiated needs of human resource management incentive content standards

When formulating incentive standards for human resource management in colleges and universities, it is necessary to pay attention to the different needs of individuals. The first is the differentiation of incentives<sup>[10]</sup>. The best embodiment of fairness is to recognize the work abilities and achievements of teaching and administrative staff. Therefore, the incentive content standards of human resource management formulated by colleges and universities should focus on promoting healthy competition among teaching and administrative staff rather than conducting indiscriminate competition. Only differentiated competition is considered fair. Therefore, universities must be adept at utilizing differences to achieve the effect of demand incentive when formulating the content standards. The second is the differentiation of incentive methods. Incentive standards should focus on the main work contribution and work performance. At the same time, conducting analysis and research on the gender, age, profession, hobbies, education level, *etc.*, of incentive targets as well as analyzing the differentiated needs of teaching and administrative staff under different conditions are crucial to maximizing the effectiveness of incentives and achieving good and satisfactory results.

#### Disclosure statement

The author declares no conflict of interest.

#### References

- [1] Cai L, 2010, Strategies for Building an Incentive and Constraint Mechanism for Academic Ranks in Colleges and Universities. *Education and Occupation*, 2010(20): 23–25.
- [2] Liu Y, Zhang Y, 2010, Research on the Salary Incentive Mechanism for Realizing the Value of Human Capital of University Teachers. *Human Resources Development*, 2010(3): 91–92.
- [3] Dong L, 2010, On the Scientification and Construction Strategy of Human Resource Management in Colleges and Universities. *Journal of Fujian Normal University*, 2010(3): 31–34.
- [4] Tian G, Liu Y, 2011, The Incentive Effect of Incentive and Constraint Mechanisms on College Teachers. *Hebei Academic Journal*, 31(3): 191–193.
- [5] Cheng T, 2009, On the Role of Incentive Mechanism and Human Resource Management in Colleges and Universities. *Century Bridge*, 2009(11): 82–83.
- [6] Qiu Y, 2023, Practical Research on Incentive Mechanism in Human Resource Management in Colleges and Universities. *Intelligence*, 2023(08): 137–140.
- [7] Lu J, 2022, Research on the Problems and Strategies of Human Resource Management in Private Colleges and Universities. *Strait Technology and Industry*, 36(01): 96–98.
- [8] Wang Q, 2022, Cultivation of Human Resource Management Professionals in Universities Based On Core Literacy. *Western Quality Education*, 8(24): 66–69.
- [9] Bu X, 2022, Exploration of Integrating Curriculum Ideology and Politics Into the Teaching Practice of Human Resource Management in Universities. *Financial Management*, 2022(11): 94–96.
- [10] Gong H, 2022, Practice and Exploration of Incentive Mechanism in Human Resource Management of Private Universities in the Context of Big Data. *Fulcrum*, 2022(07): 105–107.

#### Publisher's note

Bio-Byword Scientific Publishing remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.