

Necessity and Countermeasures of the Construction of the Incentive Mechanism for University Administrative Staff

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Abstract: University administrative staff is one of the cornerstones of silently supporting the healthy development of the entire university, and it is also an important guarantee to maintain the normal operation of the daily work of the university. The purpose of this article is to discuss the problems existing in the current management system of university administrative personnel, and to put forward the necessity of constructing incentive mechanisms for university administrative personnel and formulate countermeasures, hoping to improve the efficiency and quality of university administrative management. This article uses A university as an example to investigate and analyze the current situation of the incentive mechanism of administrative personnel in universities. Through a combination of telephone interviews, face-to-face interviews and questionnaire surveys, the heads of the organizational personnel department and administrative personnel of A universities are investigated. The management system of university administrators is not very satisfied with the current incentive content, and the material reward satisfaction is only 58.75%; Think that the role of the post allowance system is limited and that it lacks a flexible salary system; Insufficient incentives, lack of analysis of demand differences, and lack of a scientific performance evaluation system; The form of motivation is too monotonous, and the procedure of performance evaluation is single. On this basis, it puts forward countermeasures to establish a comprehensive, scientific and reasonable incentive mechanism, to establish a scientific talent promotion system, and to establish a scientific assessment system. With a view to better promote administrative management personnel to do a good job of administrative management in colleges and universities.

1. Introduction

The rapid development of China's economy has promoted the continuous progress of education in China, especially for colleges and universities, its development speed and scale have gradually expanded [1]. As part of the daily management of colleges and universities, administrative management can directly affect the education level of colleges and universities and the quality of talent training [2]. Therefore, the administrative management work of colleges and universities is very important. As the direct undertaker of the administrative management work of colleges and universities, it is related to the normal development of various workers in the colleges and universities, especially the scale of various colleges and universities is constantly expanding and various things More and more, the requirements for management are becoming stricter [3-4]. In reality, the administrative and management personnel of colleges and universities tend to be inadequate and slack, bringing fundamental problems to the administrative management of colleges and universities, leading to major loopholes in the development of colleges and universities [5]. It directly affects the management quality, level and efficiency of universities. In order to improve the quality of colleges and universities, we must promote ourselves internally. As the direct actor of university administrative management, how to give full play to their enthusiasm becomes particularly important. Therefore, it is very important to establish a scientific and reasonable

incentive mechanism for university administrators [6-7].

As an important part of colleges and universities, the administrative personnel of colleges and universities is the prerequisite guarantee for maintaining normal work of colleges and universities. This article investigates and analyzes the current situation of the incentive mechanism of administrative staff of A colleges and universities, through telephone interviews, face-to-face interviews, and questionnaires. Analyze the survey results, and put forward on this basis the establishment of a comprehensive, scientific, and reasonable incentive mechanism, the establishment of a sound scientific talent promotion system, and the establishment of a scientific assessment system of countermeasures, with a view to better motivate administrative staff to do Good administrative management in colleges.

2. Method

2.1 Problems Existing in the Administrative System of University Administrative Staff

The phenomenon of “emphasizing teaching and scientific research personnel and neglecting management personnel” is common in universities. In order for universities to implement talent-based schools, many universities curb administrative personnel and widen the gap between them and teaching and research personnel in terms of salary and promotion [8].

2.1.1. Lack of planning for career development of administrative staff

Due to the reform of the personnel system and the combination of evaluation and employment of professional and technical titles, many universities have blocked the way for administrative managers to promote professional and technical titles, or they have been prevented from promoting their professional and technical titles through various methods. The administrative staff handles trivial matters on a daily basis. Many jobs have nothing to do with their majors or research majors, so they naturally do not have an advantage over those who specialize in teaching or scientific research. Some universities have assigned outstanding teachers in teaching or scientific research to leadership positions in administration. Some teachers have outstanding performance in teaching and scientific research, but their lack of management ability makes the overall administrative management inefficient. On the other hand, administrative staff have no room for promotion, which reduces their enthusiasm for work and affects their work efficiency [9-10].

2.1.2. Lack of effective standards for performance assessment

Effective performance appraisal requires the establishment and implementation of performance appraisal based on the nature and content of the work being evaluated. However, most colleges and universities' assessment standards for administrative personnel are based on scientific research personnel. On the one hand, there is a large gap with scientific researchers, and on the other hand, due to the special nature of management, performance is difficult to quantify. The appraisers do not understand the work of the appraisers, the outstanding ones are not rewarded, and the mediocre ones are difficult to rule out. Therefore, performance assessment cannot achieve the purpose of assessment, nor can it promote efficiency through assessment.

2.1.3. The salary system needs to be improved

The role of salary is no longer a simple concept of salary payment in the traditional sense. It also provides basic living security for employees, affirms the value of employees, attracts senior and key talents inside and outside the group to serve the team, and allows outstanding talent. It is very important to stand out and encourage the child, and to form a community of interests for employees and teams through the design of the compensation system. These roles and meanings are based on the basic concept of “distribute according to work”, but in the administrative management team of colleges and universities, all salaries are “discussed on seniority”. Poor work, all pay the same [11]. The work enthusiasm of administrative managers has been hit and the work efficiency has been affected.

2.1.4. Lack of vocational training for administrative staff

The reform of the personnel system in colleges and universities advocates streamlined personnel and improved efficiency, and many administrative functions of colleges and universities have experienced a situation of fewer people and more things. At the same time, the development of modern society has led to the development of professional management in colleges and universities, and it is necessary to provide professional training for administrative personnel. However, at present, many college administrators have few opportunities to participate in advanced training, especially for the specific business training of administrative departments. Therefore, the professional knowledge and business ability of administrative staff cannot be improved, which affects work efficiency.

2.2 Necessity of Establishing an Incentive Mechanism for University Administrative Staff

2.2.1. Necessary conditions for enhancing the enthusiasm of administrative staff

The healthy and rapid development of colleges and universities is inseparable from the hard work and innovation of college administrators. To this end, we must attach importance to the improvement of work enthusiasm and work efficiency. The most important thing is to give full confidence and motivation. Without motivation, there is no passion, and it is impossible to create more labor results [12]. And perfecting a scientific and reasonable incentive mechanism can give them material security and spiritual comfort, and can really enhance their work enthusiasm and creativity. It is more conducive to the stable and effective development of their daily work, so that the administrative staff of colleges and universities can devote themselves to daily life with the fullest working motivation, effectively promoting their own development and the healthy operation of colleges and universities [13].

2.2.2. The inevitable requirement to enhance the cohesion and centripetal force of universities

There will be gains by giving. College administrators rely on their own wisdom and knowledge. Through unremitting efforts and hard work, they will eventually reap the joy of victory and the rewards they deserve. Service management brings more innovative ideas and methods to better unite-to provide high-quality and efficient service management for the development of colleges and universities [14]. On the contrary, if you don't get a good incentive after hard work, you will lose their enthusiasm and creativity, which is not conducive to the improvement of work efficiency. To this end, it is necessary to establish a sound incentive mechanism to enable them to perform their job responsibilities efficiently, create their own due value, and then provide a strong guarantee for the healthy development of colleges and universities [15].

3.Experiment

The research object of this study is 86 administrative personnel of A university. The distribution of the survey objects covers various positions of administrative management positions in universities, including teaching management positions, administrative secretarial positions, logistics management positions, scientific research management positions, personnel management positions and Other management positions are representative. The survey was conducted through a combination of telephone interviews, face-to-face interviews and questionnaires. According to the interview-survey-interview process, the head of the organization and personnel department of school A conducted an interview on the incentive policies and measures of the administrative staff of the school to understand the current status of the incentive mechanism; the needs of the administrative staff and the degree of satisfaction with the current incentive mechanism, A questionnaire survey was conducted on the opinions and suggestions of the current incentive mechanism. A total of 86 questionnaires were distributed and 80 questionnaires were returned. The questionnaire recovery rate was 93.02%. The content of the survey mainly starts from the satisfaction of college administrators with the current incentive content, performance appraisal

system, performance appraisal procedures of college administrators, and opinions and suggestions. After the questionnaire survey was completed, an interview survey was conducted among 10 administrative managers on the related issues reflected in the survey data, and the causes of the related issues reflected in the satisfaction survey were further understood.

4. Discuss

4.1 Questionnaire Survey Results and Analysis

According to the survey of university administrative personnel, it can be found that some problems existing in the current incentive mechanism of A university administrators mainly include the content of the incentives, especially the low satisfaction with the material reward and spiritual reward. The specific survey results are shown in Table 1 and Figure 1.

Table 1. Questionnaire survey results of university administrative staff

Survey content	Satisfaction
Incentive content	67.50%
Spiritual reward	70%
Material reward	58.75%
Achievement reward	73.75%
Performance appraisal system	76.25%
Performance appraisal procedures	81.25%

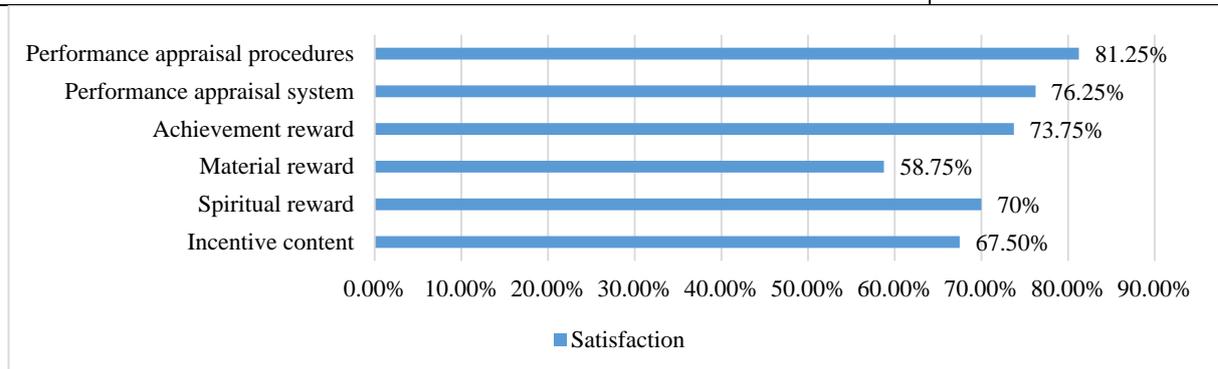


Figure 1. Survey on satisfaction of administrative incentive mechanism in universities

The questionnaire survey was conducted on the satisfaction and suggestions of the incentive mechanism of university administrators, and conducted an interview survey on the relevant issues reflected in the survey data. It was concluded that the current administrative content of university administrators was too singular, with material rewards included. Satisfaction is only 58.75%; The role of the post allowance system is limited, and it lacks a flexible salary system; the incentives lack flexibility, the analysis of demand differences, and the lack of a scientific performance evaluation system; The form of incentive is considered too monotonous, and the procedure of performance evaluation is single.

4.2 The Countermeasures of Constructing Incentive Mechanism for Administrative Staff in Universities

4.2.1. Establish a comprehensive, scientific and reasonable incentive mechanism

The establishment of the incentive system is divided into two parts: internal incentives and external incentives. First, internal incentives refer to the self-affirmation and encouragement of relevant management personnel, which can greatly affect the mental state of managers. Second, external incentives are the construction of incentive systems from colleges and universities,

comprehensively and comprehensively motivating systems Will greatly enhance the work enthusiasm of administrative staff, the incentive system will run through all aspects of management staff.

4.2.2. Establish and improve a scientific talent promotion system

Promotion is one of the channels for relevant managers to realize their own value, so it is necessary to establish a scientific talent promotion system. For the establishment of a talent promotion system for administrative staff in colleges and universities, reference may be made to the promotion methods for professional and technical personnel. Set a level for the minimum service life, assess the title when the service life expires, and give each person who is engaged in administrative management the opportunity to be promoted, so as to improve the work enthusiasm of the administrative staff and have a clearer understanding of their own life goals And expectations.

4.2.3. Establish a scientific assessment system

The assessment system of university administrative staff should be more clear and the purpose of the assessment should be clearer. It is necessary to conduct targeted assessments according to different positions, different scopes of work, and job characteristics, to maximize the rationalization of the assessment mechanism, improve the fairness and impartiality of the assessment, implement a corresponding incentive mechanism for each employee's assessment results, and implement wages and benefits. Adjustment, so that the work of managers get a tangible return, so that the assessment system and incentive mechanism continue for a long time.

5. Conclusion

With the continuous deepening of university reforms, the grassroots administrative staff of colleges and universities play an increasingly important role, whether their work is efficient, whether their work is innovative, and whether their enthusiasm for work has a direct impact on the overall development of the school. Establishing a sound incentive mechanism for administrative personnel in colleges and universities can motivate managers to devote the greatest enthusiasm to their work, improve their sense of belonging and cohesion, and increase their sense of identification with their work. At the same time, it is conducive to creating a good environment for teaching and educating people, creating a good educational environment for students, and promoting the sustainable development and progress of colleges and universities.

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