

Analysis on the Incentive Problems of University Human Resource Management Based on Competency

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Abstract: In the era of knowledge economy, the scale and level of running a university have been significantly improved. University human resources refer to the collective name of people who can promote the development of higher education, train talents and contribute to economic and social development, and have the ability of intellectual labor and physical labor and are in labor. For a university, whether it has a highly competitive, high-quality and high-level talent team is related to its survival and development. Only by balancing theoretical and practical teaching, can high-quality talents meet the requirements of enterprises be cultivated. It has become an extremely urgent task to explore the practical teaching system of human resource management major in application-oriented undergraduate universities. This paper discusses the innovative strategies of university human resources management from the perspective of competence, and points out that in the process of formulating human resources policies, universities should establish a reasonable incentive mechanism and restraint mechanism in combination with their strategic development goals and strengths.

1. Introduction

In today's science and technology-based society dominated by the power of knowledge, whether a university has a reasonable human resource management is the key to whether the university can stand in the forest of universities, and also the largest capital [1]. University human resources are a special labor group. In the management of modern universities, we must establish a scientific incentive and restraint mechanism based on the particularity of the group, the dynamic balance of humanized and institutionalized management, the principle of efficiency and fairness [2]. In the new economic era, market competition is intensifying, and organizations pay more attention to talents than ever before. The traditional personnel management is gradually transforming to human resource management, and the original personnel department or personnel department is also changed to human resource department [3]. However, as an institution, University has always been regarded as the last bastion of planned economy. It has been operating in the institutional environment of administrative constraints for a long time, and all kinds of personnel activities are basically carried out in strict accordance with the superior system [4]. The staff team of University bears the important task of cultivating talents and scientific research.

For a long time, the teaching staff of many universities are divided according to the "section level system". Such a form of constraint pays attention to constraints rather than incentives, which greatly reduces the enthusiasm and creativity of human resources [5]. The main function of motivation is to improve the enthusiasm, creativity and work efficiency of the managed, stimulate their own potential and make them work hard [6]. The main function of restriction is to adjust the direction of the behavior of the managed, so that the individual and the school can develop together. In the process of management, we can establish a more perfect and scientific human resource management mode with the support of competency [7]. As far as the present situation is concerned, there are still many problems in the management of human resources in some colleges and universities in China, which need to be continuously improved in the future work [8]. This paper discusses the innovation strategy of university human resource management from the perspective of

competency, and points out that in the process of formulating human resource policy, universities should establish reasonable incentive mechanism and constraint mechanism in combination with their own strategic development goals and school strength. It is of great significance to stabilize the talent team, optimize the talent structure and realize the strategic objectives of the University.

2. The foundation of establishing incentive and restraint mechanism

Incentive mechanism is from the overall point of view, through material rewards, spiritual rewards, promotion rewards and other ways to support and strengthen a person's behavior in line with the desired direction and requirements, so as to achieve the purpose of mobilizing work enthusiasm. At present, the institutional setup of most universities is still copying the mode of planned economy, with strong administrative atmosphere and bloated institutions, which greatly suppresses the working mood of high-knowledge talents in universities. The low overall salary level of teachers has caused a large number of university teachers to go out to work part-time and earn their own income, and they can't really put their minds into teaching and educating people, which makes their original competence weaken constantly. From the overall point of view, establishing a reasonable incentive mechanism has obvious encouragement significance for the whole human resources. With the deepening of national reform, universities have actively explored some new ideas and ideas, but they can't go deep into their core contents. Teachers' competency has not been standardized to the system, and the management system is rigid, which directly affects the efficiency of management [9]. From the perspective of restraint, the restraint mechanism is to put an end to the behavior that a person and an organization do not expect in the same direction through a series of measures such as institutional restraint, contractual restraint and environmental restraint. Incentives and constraints are human resource management systems based on institutionalization, which are two aspects of the same problem. Incentives and constraints support each other. Without incentives, constraints are too severe. Without constraints, only reward mechanisms can't control teams well. To establish an effective incentive and restraint mechanism, we must first understand and grasp the individual characteristics of the object of incentive or restraint, demand motivation, manpower, incentive and restraint means, so as to realize the optimal allocation of human resources and achieve the coordination and unity of personal interests and university interests.

3. Analysis of the demand of human resources in University

University human resources are the soul of a university, an excellent group of intellectuals, and belong to the category of knowledge workers. The leading needs of university faculty are the fundamental guarantee for establishing incentive and restraint mechanism. A qualified knowledge worker does not mean that he has high cultural level, but that he has strong learning ability. The expression of this learning ability is not only the study of written knowledge, but also the expression of high EQ. The sociality and particularity of university human resources determine that their individual needs have both low-level material needs and high-level spiritual needs, and the latter is the main basis of human resources management. The differences in age, psychological process, individual psychological tendency and individual psychological characteristics make people's needs have individual forms and different categories. Therefore, only by providing the rewards needed by the faculty and staff according to their different needs can the incentive mechanism become an important factor for performance improvement. The theoretical framework of entrepreneurial team competence is shown in Figure 1.

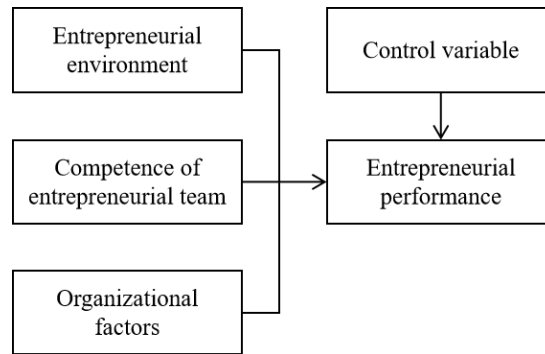


Figure 1 The theoretical framework of entrepreneurial team competence

University human resources are highly mobile and work-conscious. They not only teach knowledge, but some teachers also undertake scientific research tasks. They are rigorous in teaching, flexible in thinking, and have high self-esteem and sense of responsibility. Competency refers to the deep-seated characteristics that distinguish those who perform well in a certain job from ordinary workers, including self-image, attitude, skills and any other characteristics that can be used as a measure. Competency can be divided into multiple dimensions, including superficial competency and deep competency. No matter the personal problems displayed by the faculty and staff, or even the emergence of problems affecting the collective, they should not become a stumbling block to the implementation of the system guarantee. The implementation of incentives and constraints should really fall on everyone, and don't let such a system become an armchair strategist. From the perspective of competence, the organization pays attention to excavating the individual characteristics of each worker, and arranges the competent personnel to the corresponding posts, so as to maximize their competence. This will not only promote the development of human resource management, but also improve the core competitiveness of the organization, and at the same time provide new ideas for the improvement and innovation of human resource management.

4. Human resource management of university based on Competence

With the increasing needs of society, the school-running style and system of universities are constantly developing and innovating. Similarly, constraints and incentives have always been the core of running a school, and naturally they are constantly adjusted with the progress of society. Incentive mechanism will form a healthy and upward management style, and restraint mechanism will form an orderly control system. Incentive mechanism and restraint mechanism are two complementary supervision mechanisms in management activities. With the reform of higher education running system, the reform of university internal management system is also deepening. Using incentive mechanism to form a positive management structure and using restraint mechanism to form a dynamic and orderly control system has become an important goal of current university human resources management. University human resources belong to the category of economic man, and their needs are multifaceted and complex. Under the condition of market economy, material needs must be the primary factor in the behavior choice of university faculty and staff. According to Maslow's hierarchy of needs theory, even if the higher level needs become the driving force of behavior, the lower level needs still exist. For the faculty and staff of universities, whether they are studying or teaching, what they want is nothing more than the organization's material guarantee.

To apply the competency model in human resource management, we must start with the organizational structure of universities and design the organizational structure of universities under the guidance of competency theory. The data mining process in talent informatization analysis is shown in Figure 2.

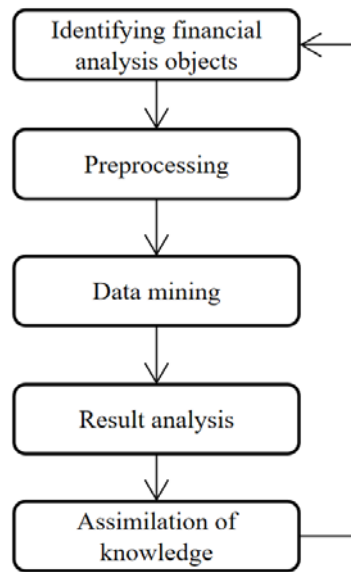


Figure 2 Data mining flow in talent information analysis and management

Under the condition of market economy, material demand is the first choice of many faculty members. The theoretical basis of incentive mechanism is the combination of Maslow's hierarchy of needs theory and management incentive theory. The composition of incentive mechanism is based on the professional characteristics and demand analysis of university human resources, which mainly includes material incentives, incentives for sense of accomplishment, identity and honor, incentives for promotion and education opportunities, and incentives for competition. When material needs are met, people's social needs and spiritual needs occupy a dominant position [10]. Therefore, in human resource management, it is necessary to grasp the need for university faculty members to be trusted, praised, affirmed and honored, and to improve their popularity. University human resources belong to knowledge-based talents, who have stronger self-esteem and higher sense of responsibility, and have a deeper understanding of social morality and professional ethics. Therefore, we should pay attention to the role of social morality and professional ethics in restraining and regulating the behavior of university employees, and form a strong public opinion atmosphere. Besides self-discipline, universities should also use external means to supervise and restrain their behaviors. Teachers can also maintain a fair and just competitive environment through mutual supervision, and gain achievements through positive progress, which is recognized and appreciated.

5. Conclusions

The practical ability of graduates trained in application-oriented ordinary universities is the basis and premise of students' employment, and the strong practicality of human resource management specialty puts forward higher requirements for the change of practical teaching concept of application-oriented human resource management specialty. The teaching organization without incentive mechanism will appear rigid, and the teaching activities without restraint mechanism will be frivolous and unreliable. Constructing a good restraint and incentive mechanism is of practical significance for creating a good teaching style. The application of university human resource management based on competency is not only influenced by many factors such as university policy, teacher quality, post requirements and organizational structure, but also requires certain preconditions. The design of human resources management system in universities should also make good use of incentive and restraint mechanisms according to their own development strategy needs, so as to maximize the enthusiasm and initiative of faculty and staff, stimulate the creativity of talents, further improve the contribution of talents to economic and social development, and promote the strategic goals of universities in the most favorable ways and means.

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