

## **Discussion on the Application of Flexible Management in Human Resource Management of Colleges and Universities**

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**Abstract:** The rapid development of social economy has brought great changes to our life. Information modernization and economic globalization have gradually penetrated into our work and life. Flexible human resource management has become an important link and part in the development of higher education, which to a large extent determines the teaching quality and competitiveness of colleges and universities. Starting from the current situation of human resource management in colleges and universities, this paper analyzes the concept of flexible management, gives relevant suggestions in its application, and puts forward suggestions on integrating flexible management into human resource management of colleges and universities, so as to improve the level and quality of overall management work in colleges and universities.

### **1. Introduction**

Colleges and universities are important camps for spreading knowledge. As the main carrier of talent cultivation and knowledge innovation, the level and the suitability of human resource management has a great impact on the quality of education, level of scientific research and its efficiency. Only by scientifically optimizing the allocation of human resource management in colleges and universities, abandoning the drawbacks of traditional management, improving the efficiency of the management team, improving the corresponding talent introduction and upgrading the system, can the individual needs be respected, can the good educating environment be created, can the stable and healthy development of colleges and universities be ensured. At present, there are some human resource management problems in some colleges and universities, such as improper allocation of human resources, lack of teachers' long-term planning, backward management concept and low efficiency of human resources. All the problems hinder the benign development of colleges and universities to some extent.

### **2. The Meaning of Flexible Management in College Human Resource Management**

Flexible management is based on rigid management. The difference is that it will not use mandatory rules and regulations, but adopt human-based management based on the common values, culture and spiritual atmosphere of the team. Flexible management in colleges and universities is a decentralized management directly implemented by faculty and staff to improve their sense of honor, cohesion, centripetal force and sense of belonging to colleges and universities under the premise of respecting individual dignity and personality independence. In terms of strengthening the flexible management of human resources in colleges and universities, the related staff should stick to the people-oriented principle, encourage workers to give suggestions, introduce measures to avoid reducing their initiative, and develop human resource management from simple organization management to individual self-management. The realization of flexible human resource management will make the staff more equal and democratic in their actual work, carry out flexible regulation and control, and bring more autonomy and enthusiasm, so as to improve the quality of education and teaching and the level of management.

In addition, flexible human resource management in colleges and universities is not carried out according to any regulations and rules. This will help stimulate the inner energy and motivation of

the staff, stimulate the enthusiasm of the staff, and create a more responsible and dedicated teaching team, which can help colleges and universities to improve the overall teaching level, build a more competitive teaching team, and better play the value and initiative of “humans” in the management of human resources in colleges and universities.

### **3. The Importance of Carrying Out Flexible Management in Colleges and Universities**

Under the social background of global economic integration, colleges and universities, as an important place to cultivate social talents, must adapt to social development for their own development. Meanwhile, their human resource management must make corresponding adjustments. The human resource management is an important part of school management. To a large extent, the proposal and application of flexible management can help colleges and universities better adapt to social changes. Facing increasingly fierce social competition, applying flexible management into the actual management of human resources can help colleges and universities improve their soft power in competition, and stimulate the potential and ability of faculty and staff, so as to promote the cultivation of qualified talents in line with social needs.

In the face of the continuous development of economic globalization, the demand for talents has changed fundamentally, which requires colleges and universities to pay more attention to the match between talent cultivation and social demand. Only by improving the integrating degree between the quality of trained talents and job demand can the employment quality of college graduates be promoted, the overall competitiveness of colleges and universities be improved, and graduates be helped to obtain better employment options and realize life value.

### **4. The Application of Flexible Management in College Human Resource Management**

#### **4.1 Adjusting the relationship between managers and staff**

Many university administrators are often defined as the constitutors, executors and supervisors of rules and regulations. In fact, modern college management needs to gradually weaken the supervision and management of faculty and staff. In the traditional human resource management process of colleges and universities, administrators have the right to decide within the scope of management, and they can have free discretion on the actual work of faculty and staff. That administrators have too much power often leads to the fact that the actual problems faced by faculty and staff cannot be solved and their efforts cannot be recognized, so they can only passively choose to compromise. This not only affects the subjective initiative and work enthusiasm of the staff in actual work, but also causes the contradiction between the staff and the school.

Therefore, it is necessary to implement flexible management, take the initiative to adjust the relationship between human resource administrators and staff in colleges and universities, adhere to the people-oriented thought, and create a flexible management atmosphere. Administrators should listen to and explore the actual needs and ideas of faculty and staff, and take relevant actions to promote their sense of ownership in the actual work. In flexible human resource management, more faculty and staff will be encouraged to participate in the daily management of colleges and universities spontaneously, establish a platform or mechanism to put forward reasonable suggestions, and fully mobilize the participation of faculty and staff in the management of colleges and universities, so as to stimulate their enthusiasm at work.

#### **4.2 Developing the mechanism of talent turnover and the flexible encouragement policy**

Human resource management in colleges and universities has its own characteristics. Within colleges and universities (centers that cultivate personnel, scientific, and technological innovation), the quality of its human resource management will determine the realization of personnel cultivation, knowledge innovation and social service in colleges and universities. Therefore, colleges and universities should pay more attention to the application of flexible management in human resource management in order to achieve a higher satisfaction of faculty and staff on their educational level and spiritual level. It is difficult for colleges to carry out supervision of labor at

the knowledge level, so it is necessary to put forward some flexible standards for measuring labor achievements. Currently, the lack of effective flexible management mechanism and incentive policies will bring adverse impact on the motivation of faculty and staff.

Faced with this situation, colleges and universities can learn from relevant flexible management methods of enterprises, and combine with the actual situation of colleges and universities in human resource management, gradually change from “school management” to “self-management”, and establish a set of flexible management mechanism which is more suitable for their own application and development. For example, colleges can carry out flexible incentive mechanism. In addition to material rewards, humanistic care should also be strengthened. Moreover, they should meet staff’s sense of value identity, so as to better raise their initiative and enhance their working enthusiasm.

In addition, human resource management in colleges and universities needs to pay attention to the problem of the turnover of teachers. They should use flexible management mechanism to solve the problem and optimize it, and develop corresponding flexible management system of personnel turnover, such as making specific requirements on the way and frequency of personnel turnover, and more effectively adjust the personnel turnover both inside and outside of the school. For example, for some positions with large turnover of personnel, based on the principle of “don't ask for allrounders, but ask for specialists”, colleges and universities can adopt recruitment methods which are more in line with their actual development such as offering outsourcing, flexible employment, part-time jobs, cooperation in order to help save the cost of colleges and universities' employment and help the human resource management work more effectively.

#### **4.3 Attaching importance to the building of campus cultural environment and create a harmonious atmosphere**

Campus culture, to a large extent, is the symbol of colleges and universities. It is the self-owned culture gradually formed in line with the spirit connotation and ideological style of colleges and universities from their establishment to the development in the later period. Campus culture generally shows the soul of colleges and universities. For any college and university, the concern on campus culture represents the connotative power it has in the future development and its target and direction in the actual progress. The influence of campus culture on faculty and staff is all-sided, which will virtually bring them more sense of belonging and honor. The application of campus culture to human resource management is conducive to the development of university management. It can also give full play to the subjective initiative of faculty and staff, encourage them to self-supervise and self-manage at work, and improve the efficiency of human resource management. Therefore, colleges and universities should pay attention to the construction of campus culture, create a harmonious campus atmosphere, so as to develop flexible management system in human resource management. In practice, by building “home-school union”, interest groups, professional teams, the knowledge sharing platform and so on, colleges and universities can help all staff to share knowledge, experience and thoughts so that they can make progress together in the mutual supervision. What’s more, through these methods, colleges and universities can also provide a good learning platform for the personal development of the staff.

In addition, colleges and universities should pay attention to the diversity of campus culture. The staff in colleges and universities come from different regions which makes them have different values and cultural characteristics. These regional factors are likely to cause conflicts at work. Therefore, colleges and universities need to recognize cultural diversity, and keep an attitude of acceptance, tolerance and understanding to resolve conflicts caused by cultural differences among faculty and staff, so as to create a harmonious working environment. At the same time, facing the different values between staff, schools can hold communicating activities to help their staff more clearly recognize themselves. By building learning teams and “conveying-helping-mentoring” activities, colleges and universities can construct a platform for staff to learn from each other and help them achieve a more comprehensive self-development, so as to fundamentally resolve the various contradictions and conflicts in human resource management.

## 5. Conclusion

In a word, in the process of rapid social development, colleges and universities are also facing fierce competition. Thus, it is necessary to strengthen flexible management in the management of human resources in colleges and universities. Flexible management emphasizes self-service, respect, understanding and attaching importance to people. It puts the overall development of people in the first place. It is a spontaneous and self-cultivated management mode centering on self-management and mobilizing people's initiative, enthusiasm and creativity. Therefore, the role of flexible management in colleges and universities will be more profound, stable and lasting. The implementation of flexible management in human resource management in colleges and universities will greatly improve the level of human resource management in colleges and universities, fully mobilize the enthusiasm, initiative and creativity of faculty and staff, improve the quality of personnel training, and promote the healthy development of higher education. The flexible management system can enable colleges and universities to implement more flexible recruitment, salary and reward mechanism, give full play to the needs of daily work and develop personal value to a largest extent in the actual work such as personnel transfer, and realize the optimal allocation of educational resources. Therefore, the implementation of flexible human resource management is equivalent to bring some humanized and targeted help to the management of colleges and universities. It also guarantees the higher development goals and improve the level of teaching quality of colleges and universities.

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