

Research on Human Resource Management in Colleges and Universities in the New Period

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Keywords: New era, Colleges, Human resources, Resources management.

Abstract: Human resource management in colleges and universities is the core content of university management. It plays an important role in ensuring that talents can fully exert their talents in their respective positions, promote the good development of colleges and universities, and enhance the competitiveness of colleges and universities. Nowadays, many colleges and universities have problems in human resource management. Therefore, deepening the reform of human resources in colleges and universities has become the trend of the times. Based on the actual situation, this paper mainly studies the specific measures of human resources management reform in colleges and universities.

1. Introduction

Human resource management is a new field established based on the development of management theory and the emergence of human capital theory. It refers to the organization to formulate human resource demand plans and recruiting personnel according to needs, with human resources. The performance of effective evaluation, effective incentives, the effective integration of human resources to achieve the optimal process of organizational performance, the specific application of people-oriented thinking in the organization, it goes far beyond the traditional personnel management. The human resources management of colleges and universities is mainly based on the scientific operation management and methods, according to the law of talent growth and the obligations and tasks of the school, planning and organizing the students, faculty and staff of the school, etc. Personnel and interpersonal relationships are guided, coordinated and controlled, and the recruitment and hiring of faculty and staff, allocation and exchange, reward and punishment appointment and dismissal, training assessment, salary and benefits, job promotion, retiring and retirement, etc., to achieve the high efficiency of human resources utilization in colleges and universities high efficiency, fully allocate human resources to optimize, and do their best in each position. As an organization engaged in high-level educational activities, colleges and universities are places where human resources are concentrated [1]. It is necessary to strengthen research on human resources management in colleges and universities.

2. The meaning of human resource management in colleges and universities

2.1 The meaning of human resource management in colleges and universities.

Human resources management in colleges and universities refers to the application of scientific principles and methods. According to the law of talent growth and the tasks of the school, it plans and organizes various types of school personnel, and guides and coordinates interpersonal and personnel relations. Control, do a good job in hiring and hiring, arranging exchanges, rewards and punishments, training and assessment, wages and benefits, rank promotion, retired and retirement, in order to achieve the high efficiency and high efficiency of the use of human resources in higher education institutions [1]. Colleges and universities are places where talents gather and cultivate talents. In the new era when the environment inside and outside the university changes, the traditional personnel management has seriously smashed the survival and development of colleges and universities. Therefore, increasing the development and management of human resources in colleges and

universities is an inevitable choice for colleges and universities to win in the fierce competition in the new era.

2.2 Characteristics of human resource management in higher education institutions.

1) Diversity. From different positions, there are teaching staff, teaching assistants, party and government administrators, and a large number of logistics service personnel. Different people have great differences in academic level, knowledge and ability [2]. Therefore, in the process of human resources management in colleges and universities, we must emphasize diversified management and adopt different management methods for different human resources. Only in this way, can we fully tap the potential of human resources and turn the potential of human resources into benefits.

2) Mobility. Among the various human resources in colleges and universities, the main body is teachers [2]. Their cultural level is generally high. In addition to pursuing material needs, they also pay more attention to the development of individuality and spiritual needs. They create the results of labor hope to be widely recognized by the society, so one of the main goals of human resource management in colleges and universities is how to create a good environment, provide a platform for college teachers to develop their talents, give full play to their enthusiasm, creativity and stimulate their inner subjective initiative.

3) Flexibility. In the work of colleges and universities, teaching and research is at the center. Due to the particularity of teaching and research work, it is impossible to implement a fixed-time work system like a company. The teaching and research work of universities has great working hours.

4) Ambiguity. The full-time teachers who are engaged in teaching and research work in colleges and universities have a relatively high degree of freedom in working hours [2]. As long as they can complete the teaching and research tasks with quality and quantity, according to the nature of the work of teachers, universities generally should not adopt a fixed working time system. In the management mechanism of human resources in colleges and universities, most of the time is based on self-management, and teachers have strong flexibility in the arrangement of work content and working hours.

3. Problems in the management of human resources in colleges and universities

The human resources of colleges and universities are mainly composed of four parts: teaching and research personnel (including experimental assistants), party and government management personnel, logistics service personnel and school-run industrial personnel. The human resource management mechanism of colleges and universities in China is formed under the traditional system, and should be called labor and personnel management largely. In recent years, with the continuous deepening of the reform of the internal management system of colleges and universities, especially the personnel distribution system, the human resources management of colleges and universities has made great progress, but there are still some outstanding problems [3]. From the actual situation, the main problems existing in the development of human resources in colleges and universities are as follows:

3.1 The lack of attention to human resources.

Some college administrators only pay attention to traditional personnel work, and they still lack understanding of the new theory of human resource management. They believe that the development of colleges and universities is based on investment. The shortage of funds is the bottleneck of the development of colleges and universities. The real bottleneck is the lack of a high-quality scientific and technological talent team. There is no consensus on the importance of attracting talents and gathering talents by creating a good working and living environment. The relevant departments lack understanding of human resources management, and did not really realize the significance of human resource management to school development [4]. They did not understand the work of the personnel department from the scientific perspective of human resource management; the human resources management system is not perfect and irregular, and the contents of some policies It mainly reflects the subjective will of individual leaders and is extremely arbitrary in the implementation process.

3.2 The irrational phenomenon in the structure of human resources.

First, the structure between teaching and research personnel and non-teaching staff is unreasonable. Teaching and research personnel are important resources in colleges and universities, and should be the main body of human resources in colleges and universities; in terms of quantity, this part of personnel should also account for a large proportion of human resources in colleges and universities. From the perspective of the distribution of human resources in some universities, on the one hand, some professionals are in short supply and the loss of personnel is large; on the other hand, the proportion of non-teaching researchers is too large, and the current situation of unreasonable allocation of human resources is formed. Secondly, the internal high-level talents and low-level talents of teaching and research personnel are unreasonable [3]. The personnel department of the university does not hesitate to recruit high-level talents, but there is a shortage of young and middle-aged teaching, scientific research backbones and academic leaders. The high proportion of low-level personnel is still a common problem in colleges and universities.

3.3 The backward human resource management model

The management model is still centered on transactional work and is administrative power. Therefore, the attitude toward the managed object is not based on democracy and respect, but on command and dictatorship [4]. The relationship between management objects is not based on help and service, but on management and control; the depth of management is not active, focus on development, but passive and negative. These are not consistent with the culture of the knowledge economy era, so that the values of college talents are not truly reflected. The relationship between the management of the university and the human body is not coordinated, and the enthusiasm of the talents is not motivated. The level of teacher morality and the spirit of innovation have not been further developed and improved.

3.4 Insufficient investment in human resources.

With the gradual implementation of the statutory autonomy of colleges and universities, colleges and universities are paying more and more attention to the economic benefits of running schools, and they all hope to use less human resources to obtain greater economic benefits [5]. In particular, since the large-scale expansion of college-wide colleges and universities since 1999, there has been a marked shortage of human resources, and there have been many schools with more than 20:1 students. This is of course an objective reason. Because of the shortage of social supply, the growth of the number of teachers cannot be synchronized with the increase in the number of enrollments. However, it is also undeniable that some schools do not subjectively seek teachers with a positive attitude. The simultaneous increase in the number is also an important reason for the lack of investment in human resources.

3.5 The poor talent incentive mechanism

In the management of college teachers, too much emphasis is placed on the “hard” management of teachers' use of administrative, regulatory and other behavioral controls, while the “soft” management of how to motivate teachers' internal motivation is not enough. The talent incentive system has not yet achieved a decisive breakthrough. The current university teacher incentive target system needs to be further improved, and the overall target system needs to be further systematic. The income distribution is decoupled from the labor contribution. The grade differences generally considered in the development of bonus benefits are still divided into job title levels. If they are at one level, regardless of performance and contribution size, they will enjoy the same treatment as long as they pass the examination. Under this circumstance, the enthusiasm of the faculty and staff is difficult to mobilize, and the incentive effect of distribution is illusory [5].

4. Reform of human resources management in colleges and universities in the new period

The reform of China's colleges and universities is relatively late. Over the years, the reform of the personnel system of colleges and universities has been in the form and slogan, and there are few

specific measures. In the new era, in the face of the trend of knowledge economy and globalization, colleges and universities must change their concepts, establish a scientific talent concept, change traditional labor and personnel management into modern human resource management, and strengthen human resource management in order to compete in an invincible position and develop and grow. Mechanism research, rational allocation of internal human resources, implementation of a rational talent flow mechanism, establishment of effective human resources incentives and competition mechanisms, implementation of standardized and effective performance management and evaluation system [6]. Through the research, this paper puts forward the following suggestions for the human resources management of colleges and universities in the new era:

4.1 Strengthen research on human resource management mechanisms.

First, establish the concept of the most important resources of human resources, establish a scientific talent concept, respect the teacher and teach. Really, understand the status and role of teachers in the development of schools, respect teachers, pay attention to teachers' emotional needs and development needs, establish a correct employment mechanism, and make teachers with level and ability stand out. Secondly, strengthen the research of mechanisms, standardize and improve relevant systems, and provide institutional guarantee for the formulation of human resources planning, development and evaluation [5].

4.2 Formulate a strategic plan for human resource development.

Human resources strategic planning is a systematic project. It is guided by the development strategy of colleges and universities. It is based on comprehensive verification of existing human resources, analysis of internal and external conditions of colleges and universities, and forecasting the supply and demand of future human resources as the entry point. The specific requirements of the quantity, structure and quality of human resources and the channels and action plans to achieve this requirement. Human resource management serves the development strategy of colleges and universities [6]. As the core content of human resources management, human resources planning is naturally based on development strategy. Requirements, training and necessary talent reserve; second, targeted introduction of talents, schools should develop a faculty team construction plan based on long-term, recent development goals and discipline construction goals, and formulate talent introduction plans according to the needs of discipline development. The third is to break the closed management mode. The talent flow is an inevitable requirement for the optimal allocation of human resources [6]. The human resources management department of the university should strengthen the function of talent flow service and undertake the talent exchange work of the teachers and various personnel of the school.

4.3 The combination of introduction, training and retention of talents.

At present, the flow of talents has become the trend of the times. Colleges and universities should be in an invincible position in cultivating talents and academic standards. It is necessary to increase the introduction of high-level talents, formulate practical and feasible preferential policies, and introduce high-level and multi-channel Talents, in the process of talent flow, improve the quality of the teaching staff, optimize the structure of the teaching staff, and achieve an optimal combination of human resources [7]. At the same time as the introduction of talents, we attach importance to the development and utilization of the existing talent potential of the school, strengthen the stability of the talent team within the school, retain talents through career, treatment, and emotions, and cultivate existing talents within the school.

4.4 Establish a sound and effective incentive mechanism.

A sound and effective incentive mechanism can continuously mobilize, improve and maintain the enthusiasm, initiative and creativity of employees. First, the salary incentive mechanism should be improved. Salary is not only a reward for the faculty and staff, but more importantly, it reflects how the school views their contribution and is a manifestation of personal value. In the salary management, the distribution principle of "distribution according to work, performance linkage, efficiency

improvement, and fairness” must be fully reflected, and salary distribution should be used as a means to attract, stabilize and motivate talents. Second, pay attention to the spiritual incentives of the staff. In today's era of rapid changes in knowledge, due to the accelerated speed of skills and knowledge required in college work, faculty and staff will encounter problems such as aging knowledge, outdated concepts, and difficulty in breaking through the level of competence [8]. Therefore, faculty and staff are the need for continuous learning opportunities will become higher and higher. Colleges and universities need to focus on building learning organizations, considering the individual needs of talents and their willingness to develop, providing systematic, long-term and targeted training for faculty and staff, giving talents sufficient development opportunities.

4.5 Improve the performance appraisal and evaluation system.

“Open, fair, just and reasonable” The assessment of employees is one of the projects of harmonious and stable colleges and universities, and it is the only way to build the core competitiveness of colleges and universities [7]. Colleges and universities should establish a reasonable staff assessment mechanism according to their own characteristics, and evaluate the teaching staff because of adhering to the principle of “efficiency first and fairness”. Appraisal is not only an important means to test people's work and work results, but also a basis for people's appointment, promotion, rewards and punishments. The human resources management department shall establish a scientific, fair, institutionalized and standardized evaluation standard and evaluation system, scientifically organize the evaluation, simplify the assessment procedure, and make a reasonable evaluation of the human resources of the whole school according to the evaluation indicators and make a reasonable analysis [8].

5. Summary

In short, the human resources of colleges and universities are the key factors for the core competitiveness of colleges and universities to survive and maintain sustainable development in the fierce competition. Human resources management in colleges and universities is a systematic project, which is also in the aspects of planning, configuration, evaluation, development and use. There is a lot of space available. This requires universities to introduce competition mechanisms and incentive mechanisms, follow the principle of openness, fairness, and impartiality, and employ talents in an eclectic manner; to be accommodative, with a strong academic atmosphere and profound cultural heritage; Let outstanding talents stand out from the crowd and have an academic atmosphere with outstanding research results. Therefore, the majority of university administrators should thoroughly study the management practice of Chinese universities and explore the strategy of human resources management in colleges and universities.

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