

# Analysis of Incentive Mechanism of Basic Administrative Staff in Colleges

Zhentaο Song, Lingling Shi

Xi'an Shiyou University, Xi'an, Shaanxi, 710065, China

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**Abstract:** Under the background of the reform of the personnel system of the current public institutions, the human resources management of colleges has become a research hotspot. How to mobilize the enthusiasm of grassroots administrative personnel in colleges is also a difficult point of research. Due to the long-term relationship has not been straightened out, the occupational dilemma of grassroots administrative staff in colleges is still outstanding. Based on the empirical research of Guangdong universities, this paper analyzes the causes of occupational dilemmas from Maslow's hierarchy of needs, and proposes the establishment of a rank system management system, a fair and reasonable income distribution mechanism, a scientific performance appraisal mechanism and effective training. Finally, we try to build an incentive model for grassroots administrative staff in colleges.

## 1. Introduction

As a base for cultivating talents, higher education institutions are mainly responsible for teaching and research. As a member of the school, college administrators play a fundamental role in the coordination and communication of teaching and research in colleges. Among them, the grassroots administrative personnel of colleges are the main groups engaged in the administrative work of colleges, and naturally play an indispensable role in the development of administrative work in colleges. From the perspective of the current development of colleges, teachers and researchers are particularly important in the context of teaching and research as the main tasks. There are also many incentives and incentives for colleges to target such people. At the same time, with the emergence of some new characteristics of college students' ideological and psychological behaviors, the psychological concern of students in addition to learning is gradually increasing. This phenomenon brings about the status of counselors and teachers who are engaged in student work. In this process of change, the position of grassroots administrative staff seems to have been tepid.

## 2. The status of grassroots administrative staff in colleges

Because the center of the work of colleges is mainly the research and teaching work of the school, such as the undergraduate teaching evaluation work faced by the school, it is mainly to check the teaching and research of the school. Therefore, administrative management is only a bridge for communication and coordination and completion of teaching and scientific research. Although it plays an important role in communication in this process, in reality, the role of bridges in this process is hardly seen.

The grassroots administrative staff of colleges often do the most comprehensive work, whether it is teaching, scientific research or student work. It can be said where the need arises, and the definition of work responsibility is not very clear, but work Afterwards, it is difficult to be affirmed, and it is difficult to get the leadership's approval both in spirit and in material terms. Perhaps the leadership recognizes, but because there is no corresponding incentive mechanism in the system, the recognition is only expressed in verbal, and oral recognition is important, but if the time is too long, it will make these people feel slack.

There are three main directions for the development of grassroots administrative management workers in their own jobs: First, the work is actively and earnestly recognized by the leaders, and it has been promoted smoothly. According to the ranks, the promotion is based on the ranks. This is

basically a minority; the second is waiting for yourself. If there is a vacancy in the job, there will be opportunities to compete and promote. This generally takes a long time because the current grassroots administrative management workers are younger. Third, through the examination, through the administrative management of the surrounding grassroots universities. Many people tend to ask for this method, but the questions after Cobo are not considered. Most people make up for one deficiency through one way, and may face another deficiency and problem.

### **3. Status of performance appraisal of grassroots administrative staff in colleges**

Each university has formulated so-called quantitative assessment rules for its own management staff. The content is indeed detailed. It basically evaluates the four aspects of morality, energy, diligence and performance, through the combination of daily and year-end assessment, and Leadership and democratic review jointly determine the final assessment level. The details of the rules are detailed, but in fact most of them are in the form, because there is no quantitative indicator to evaluate, so although there are standards in the process of scoring, it does not have much effect.

In the process of assessment, different leaders or members of the assessment team will tend to different people. Although this attitude may be an unconscious behavior, it will have a great impact on the overall evaluation results. Due to the limited number of evaluations and the number of appraisers, this kind of subjective and humanized existence will cause great unfairness, thus affecting the enthusiasm and creativity of the work.

Because the person being evaluated is not active, he does not pay attention to his own assessment results, and why the assessment is accepted in equal times (as long as it is not unqualified, there will be no doubt, but this situation does not exist), no one There are doubts. On the one hand, the results of the assessment may indeed be convincing. On the other hand, this habit has been formed for a long time, and everyone is accustomed to it, so there is no question of questioning the assessment results. Therefore, this leads to the process of formulating the system, without feedback or complaints on the assessment results, or lack of consideration for this issue.

### **4. Incentive mechanism for grassroots administrative staff in colleges**

Most grassroots administrative staff will have a kind of burnout, and it is also because the division of work responsibilities is not clear. In the case that their work cannot be fully affirmed, they must also pay attention to some unclear boundaries and do not know whether they are themselves. The work thing, whether you have done it yourself will not be affirmed, there is such a mentality, it will make people bored and burnout. Therefore, in this case, we must first clarify the duties of the post, and clearly understand the performance of each person. This requires an in-depth analysis of job work.

Too many quantitative indicators can lead to dull work, utilitarianism, and even mutual excuse. However, in order to prevent the formalization of assessment indicators, it is necessary to increase the appropriate quantitative indicators, so that the level of the assessed administrative personnel can be well opened to a certain extent, otherwise it is difficult for the appraisers to be fair. Judging things. Therefore, this item needs to be combined with the actual work situation of each department and each position to formulate corresponding quantitative assessment indicators.

For the creation of a fair and equitable assessment environment, it is first necessary for the examiner or the leader to change his mind, truly recognize the importance of the assessment, and truly realize the importance of the employee and the promotion of the work. Secondly, the appraisers should also change their minds, take their assessment forms seriously, and carefully summarize the work they have done, highlighting the key points, instead of just arbitrarily pasting one article and coping with the matter. To the expected effect.

The purpose of the assessment is to motivate everyone to work better, but the evaluation of this matter has developed to the present, it seems to be only a necessary process, and did not play any role. People who get good people may not know where they are better than others. If they get qualified, they may not know where they are worse than others. The final result is to stick to the

rules in their respective positions, and there will not be too many new breakthroughs. Therefore, it is necessary to establish a feedback mechanism for evaluation, so that each evaluator can be aware of his strengths and weaknesses, and then have a more targeted direction.

In the usual work, both at the school level and at the department level, we should always care about the development of employees themselves. According to the overall development of the school or the overall development plan of the department, let employees understand where their development prospects are, where they can be developed, and what they need to work hard, which may bring greater competition to a certain extent. Or pressure, but the power is often formed in the pressure, the appropriate pressure is necessary.

A certain income is an important guarantee to meet the low-level needs of people. Income can be divided into two categories: one is the factor of guarantee, that is, wages, allowances, social welfare, etc.; the other is incentive factors, such as bonuses, material rewards, shares, etc. What really motivates employees is the incentive factor. Therefore, to establish a scientific income distribution mechanism, we must not only ensure its basic needs, but also use incentive factors to improve work enthusiasm. First of all, it is necessary to allocate according to work, objectively analyze the work status of grassroots administrative personnel according to the actual situation, scientifically evaluate the value of posts, reflect the differences between different positions, reflect the difference between different job performances, do well and do well. Many people should get better treatment. Secondly, adhere to the principles of science, fairness and justice, and achieve equality before the system. The salary system that is inclined to the teaching and research personnel should be controlled within an appropriate scope to minimize the income gap between teaching and research personnel. The third is to accurately understand the salary status of grassroots administrative staff in the sister colleges and ensure that the treatment is similar. Establish a rank system management mechanism, and open up the promotion channel. Everyone has the need to realize themselves. They are all eager to give full play to their potential and achieve their goals. At the same time, they can improve themselves, including job titles and ranks. Establishing a rank system management mechanism and giving hopes and channels for promotion of grassroots managers are important for improving work enthusiasm and efficiency. The Ministry of Education has long established the Interim Provisions on the Staff System of Colleges. Since 2000, it has initiated the pilot reform of the staff system in six colleges and some provincial colleges. At present, combined with the law of administrative work in colleges, the paper analyzes the work of university administrators, adopts a staff system that combines ranks and positions, establishes a scientific system of ranks and positions combined with a scientific employment management system; "Year of accumulation of power" is oriented. The position reflects the "performance ability" orientation, and implements post management and competitive selection.

To meet the self-realization needs of Maslow's hierarchy of needs theory, it is also necessary to improve the performance appraisal mechanism on the basis of the rank system. First, formulate clear and specific assessment criteria. The assessment criteria shall be formulated according to the nature of the work and the characteristics of the work, and the assessment criteria shall be refined to reflect the individual characteristics. The second is to adopt quantitative assessment. On the basis of qualitative assessment, try to quantitatively assess. According to the method of dividing the primary, secondary and tertiary indicators, the evaluation indicators are refined, and each indicator is assigned and the weight is determined. The determination of weights and points can be determined after inviting experts to discuss. The average score calculated based on the weight and the score is used as the evaluation result of the index, and the accumulation of the indicators is the final evaluation result. The third is to increase the degree of discrimination in the assessment results. The low degree of discrimination in the assessment results is difficult to reflect the difference in work effects between different individuals, and the evaluation results should be more abundant, more detailed, and more differentiated. For example, three levels can be added in the "competence" period, which are successively decremented from front to back, representing three different results of "upper, middle and lower" in the "competent" area. The fourth is to apply the assessment results on a larger scale. Linking the results of the evaluation with the vital interests of the grassroots

managers in colleges will inevitably make them pay more attention to the evaluation. In dealing with the promotion of positions and the distribution of benefits, colleges should take the assessment results of administrative personnel as an important reference, so that "the honest people do not suffer, the speculative drillers are not profitable", in order to encourage the grassroots administrative personnel to make continuous progress.

## **5. Conclusion**

At present, colleges are undergoing a new round of personnel system reform with post setting and personnel hiring as the main content. Under this background, we attach importance to the career development of grassroots administrative personnel in colleges, and thoroughly study the incentive measures for them, and establish soundness including fairness. A comprehensive income distribution mechanism, a rank-based management mechanism, a scientific performance appraisal mechanism and a long-term training mechanism, so as to improve the enthusiasm, initiative and creativity of grassroots administrative staff. Guarantee the normal work order and healthy and rapid development of colleges.

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