

On the Incentive Mechanism of Teachers in Private Colleges and Universities

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Abstract: At present, during the development process of private colleges and universities, there is still a lack of perfect incentive mechanism of teachers, which reduces the enthusiasm of teachers and hinders the stable development of private colleges and universities. Based on this, this paper comprehensively analyzes the deficiency of incentive mechanism and puts forward targeted suggestions and measures according to the actual situation, hoping to gradually optimize the incentive mechanism, so as to continuously improve teachers' professional quality and promote the healthy development of private colleges and universities.

1. Introduction

With the continuous improvement of China's economic level, private education, as a vital supplement to higher education, has made a lot of contributions to cultivate more excellent talents and promote the development of higher education. China's private education is in the stage of rapid development. Teachers, as the important guarantee to carry out scientific research and teaching, are important factors in determining the development of private colleges and universities. It plays a positive role in promoting their rapid development by constantly improving teachers' professional quality. For a long time, in the development process of private colleges and universities, there are financial difficulties, insufficient management experience and government support, as well as other related reasons resulting in unreasonable incentive mechanism, career planning, salary and so on for teachers. This incentive mechanism leads to the loss of a large number of excellent talents, and unreasonable organizational structure of colleges and universities, which will have a great impact on the sustainable development of private colleges and universities. Therefore, private colleges and universities are required to gradually improve and optimize the incentive mechanism of teachers based on their own specific situation, since it is conducive to fully mobilizing the work enthusiasm of teachers, constantly improving their professional ability and classroom teaching quality.

2. Analysis of the Current Situation of Incentive Mechanism of Teachers in Private Colleges and Universities

At present, the development of private colleges and universities in China is usually funded by students' tuition fees. Due to the lack of necessary financial support from the government, they just have a single source of funds. As a result, there is a lack of scientificity in the incentive mechanism, which is not conducive to giving full play to its value.

2.1 Lack Clear Incentive Target and Pertinence

In the process of development, private colleges and universities gradually realize the effectiveness and scientificity of incentive mechanism of teachers, which plays a core role in promoting their development and stabilizing the teaching faculty. Many gradually build a perfect incentive mechanism according to their own actual situation. However, in the formulation and implementation, there is a lack of efficient communication between managers and teachers. Managers fail to make detailed investigation and comprehensive understanding of teachers' needs in work and life, and have not carried out special needs investigation according to different positions, ages and educational backgrounds of teachers. As a result, the incentive mechanism formulated is not of targeted characteristic, and the relevant policies are not adjusted timely based on the changes

of teachers' psychological needs. In view of the singleness of teachers' reward form, the incentive mechanism lacks flexibility and pertinence. For example, in the aspect of teachers' scientific research, some private colleges and universities stipulate the amount of academic papers teachers need to publish each year. However, there is a lack of detailed regulations on the differences between management posts and teaching posts. The absence of targeted characteristic in personnel assessment and incentives directly affects the effect of incentive mechanism formulation ^[1].

2.2 Pay More Attention to Spiritual Motivation But Do Not Fully Realize the Significance of Material Incentive

At present, some private colleges and universities pay more attention to capital cost control in the management process because of the single source of funds. In order to save the cost, they usually adopt the spiritual incentive mode, but do not carry out the corresponding material incentive mechanism. Some have even reduced the salary of teachers. With great economic pressure and low income, some teachers' welfare does not match their knowledge structure, work ability and educational background, which is not conducive to stimulating them to concentrate on scientific research and teaching. It limits their professional development, leads to the loss of many excellent talents, and produces various unstable factor to the whole teaching faculty, which have brought great obstacles to the stable development of private colleges and universities.

2.3 Stress Short-Term Interests and Lack Development Nature

In teaching, an excellent teacher with ideal and ambition, on the basis of meeting the material needs provided in the work, will pursue more self-worth, hoping that the society will give more respect and recognition, and care about his future career development. However, some private colleges and universities in our country only consider the immediate interests and care about how much benefits teachers can create. This makes teachers undertake heavy teaching and research tasks, but have little conditions or energy to pursue the realization of self-worth. During the process of development, private colleges and universities often care about how to control costs, which leads to the lack of a perfect teacher training system, and fails to provide more opportunities for teachers to improve their professional ability and further study. It is not conducive to teachers' timely updating of teaching skills and professional knowledge, as well as the development of teachers' profession. These conditions produce a great impact on teachers' sense of loyalty and identity, hindering the stability of private teachers' team ^[2].

3. Significance of Incentive Mechanism of Teachers in Private Colleges and Universities

In order to promote the healthy development of private colleges and universities, it is necessary to coordinate the interest conflicts and goals among managers, teachers and owners when establishing incentive mechanism. However, to retain some excellent teachers, private colleges and universities need to build a sound pay back system based on performance management. When designing the incentive mechanism of teachers, colleges and universities are required to actively set up the incentive mechanism for teachers' scientific research according to the development law of higher education, that is, the combination of scientific research and teaching. For private colleges and universities, scientific research includes those related to scientific construction as well as education and teaching reform. Gradually improving the scientific research mechanism will promote their rapid development and constantly improve their overall teaching quality. According to the long-term development strategy, their development is closely related to the development of teachers themselves. Therefore, it is essential to realize teachers' self-worth, make teachers establish a sense of belonging in their work, and give full play to the role of incentive mechanism ^[3].

4. Exploration of the Relevant Measures of Incentive Mechanism of Teachers in Private Colleges and Universities

4.1 Optimize Teachers' Salary System in Private Colleges and Universities

To fully reflect the value of teachers' incentive mechanism, private colleges and universities need to combine spiritual incentive and material incentive effectively and optimize teachers' salary system. At present, people suffer great pressure on medical treatment, children's education and housing in their daily life. In this case, if private colleges and universities only pay attention to spiritual incentive in the development process but ignore perfect material incentive measures, there will be a lot of unreasonable situations. Only when people's material needs are met can spiritual encouragement be considered. This will help to promote the all-round development of private colleges and universities and teachers. In setting up teachers' salary system, salary determination based on job classification should be made according to the categories of teachers' responsibilities, the nature of posts, the degree of difficulty of work and so on. Teachers' salaries must be reasonably divided based on their professional titles, educational background, working years and majors. It is beneficial to build a good competition mechanism by keeping a reasonable gap among all levels. Private colleges and universities can actually meet the personalized needs of teachers through the reasonable use of welfare mechanism mode, such as tourism incentive, physical incentive and bonus incentive^[4].

4.2 Formulate Perfect Target Management in Private Colleges and Universities

In the development process of private colleges and universities, the most important task is to cultivate more excellent talents and carry out scientific research and teaching activities. In order to obtain more excellent results, it is vital for private colleges and universities to conduct scientific guidance and management for teachers' professional development. The essence of MBO, as an open and autonomous management mode, fully demonstrates the autonomy and independence of teachers' work. Private colleges and universities should organize teachers to participate in setting performance goals. Through the mutual agreement of teachers and leaders, an agreed reward and punishment plan will be reached to ensure the orderly implementation of target management, and make teachers gradually realize their responsibilities in the work and devote themselves to the work. With the establishment of a perfect target management mechanism, teachers will consciously combine the organization and action goals, and realize their self-worth while achieving the organizational goals.

4.3 Optimize Teachers' Performance Evaluation System in Private Colleges and Universities

Through the construction of a perfect performance evaluation system for teachers in private colleges and universities, an objective evaluation of teachers' work performance will be made, which is conducive to continuously improving their working ability and stimulating their working enthusiasm. Based on the actual development strategy of private colleges and universities, and combination of the characteristics of teachers' professional development effectively, private colleges and universities are required to formulate perfect performance evaluation indicators, which should be reasonably distributed to each teacher. In this way, the goal can be given full play to its decomposable, quantifiable and feasible characteristics. In the evaluation of teachers, we should ensure the fairness of evaluation mechanism, and the close contact between the assessment results and teachers' honorary award, reward and punishment mechanism, professional title evaluation, post promotion and so on. By gradually improving evaluation mechanism, we can fully mobilize the work initiative and enthusiasm of teachers, make them establish an accurate positioning and clear cognition of their own work situation and work ability, and help them constantly improve themselves and better achieve their professional goals^[5].

4.4 Improve Teachers' Training System in Private Colleges and Universities

At present, teachers have strong self-worth and self-development needs. In view of these needs, private colleges and universities need to provide teachers with more opportunities for further study, communication, learning and training. At the same time, they also can continuously improve their own professional quality. Private colleges and universities are required to actively carry out training related to teaching skills and teaching ability, and support and encourage teachers to participate in the training. For example, to provide teachers with more opportunities for scientific research and

teaching exchange, to encourage teachers to improve their academic qualifications and to study abroad. In training, it is of necessity to ensure that the training content is more targeted. Teachers are able to choose the training time, method and content independently ^[6].

5. Conclusion

To sum up, in order to promote the healthy development of private colleges and universities, it is essential to formulate a sound teachers' incentive mechanism according to the actual situation of private colleges and universities, which will help to fully mobilize the enthusiasm of teachers. The establishment of perfect scientific research and teaching assessment standards not only ensures the economic status of teachers, but also identifies their own value. To make teachers maintain a rigorous attitude towards learning and teaching, it is of great importance to deeply study the incentive mechanism of teachers, so that teachers are able to learn more professional knowledge, constantly improve their professional quality and skills, effectively improve the quality of classroom teaching, and promote the sustainable development of national universities.

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