



Strategies for Development of Incentive Mechanism in Human Resource Management of Private Universities in Guangxi

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ABSTRACT

The purposes of this paper research are: (1) To study the level of development of incentive mechanism in human resource management incentive of private universities in Guangxi; (2) To study the strategies for development of incentive mechanism for human resource management in Private Universities in Guangxi; (3) To evaluate the feasible of strategies for development of incentive mechanism in human resource management of Private Universities in Guangxi. The sample comes from 400 managers and full-time teachers from four private universities in Guangxi. The research instrument includes: (1) Questionnaire survey; (2) Structured interviews; (3) Expert strategy evaluation. Research data analysis includes percentage, average, standard deviation, etc.

The research results show that: The development of incentive mechanism in human resource management of private universities in Guangxi is at a medium level. The development of incentive mechanism strategy in human resource management includes 6 aspects: (1) Salary and benefits strategies; (2) Social security strategies; (3) Career development strategies; (4) Training strategies; (5) Spiritual motivation strategies; (6) Work environment strategies. The feasibility evaluation results of the implementation of the strategy are relatively high level, which has a positive promoting effect on optimizing the development of incentive mechanism in human resource management of private universities in Guangxi.

KEYWORDS: Incentive Mechanism, Human Resource Management, Private Universities

1. INTRODUCTION

Private universities in China refer to higher education institutions invested and established by private capital. With the rapid development of higher education in China, private colleges and universities have gradually become an important component of higher education, and their status has gradually improved. Firstly,

private universities can alleviate the contradiction between supply and demand of higher education. With the development of social economy, more and more people are willing to accept higher education, but the limited number of public universities' enrollment often cannot meet the market demand. The emergence of private universities can alleviate the contradiction

between supply and demand of higher education by expanding the enrollment scale. Secondly, private universities have played an important role in promoting the quality of higher education. The competitive pressure of private colleges and universities is relatively high. In order to survive and develop, it is necessary to pay attention to the innovation of teaching quality and curriculum settings, the construction of teaching staff, and the reform of education and teaching, thereby improving the quality of education and teaching, and making contributions to the improvement of the quality of the entire higher education. Finally, the emergence of private universities has also expanded the choice space for higher education. Because private colleges and universities are often more flexible and diverse than public colleges and universities, they can adjust their development direction and curriculum settings based on market demand and talent cultivation direction to meet the needs of people at different levels and different needs, providing more choice space for students. In short, private colleges and universities have become an important component of higher education, and their status and importance for higher education are continuously improving.

This is especially true of private colleges and universities in Guangxi. As an emerging field of education, in today's fierce talent competition, how to attract and retain high-quality talents has become the key to development. Therefore, Guangxi private colleges and universities need to establish a set of suitable human resource management incentive mechanism. Only by establishing a scientific and effective management system and incentive mechanism can they better promote the

sustainable development of Guangxi private colleges and universities.

The importance and necessity of the research on the incentive mechanism of human resources management in private colleges and universities in Guangxi is self-evident. However, due to the relatively late start and relatively short development time of private education in China compared to foreign countries, there is still little research on the incentive mechanism of human resources in private universities; Lack of comprehensive analysis and research on the incentive mechanism for managers and teachers of private universities based on local actual and comprehensive conditions; The implementation effect of the incentive mechanism in private universities in Guangxi is weak, and the role of the incentive mechanism has not been fully explored and brought into play. These problems have become the bottleneck restricting the development of private colleges and universities in Guangxi, which urgently need to be studied and resolved. This is also the background and significance of this study.

2. RESEARCH QUESTIONS

1.What is the level of development incentive mechanism in human resource management of private universities in Guangxi?

2.What are the strategies for development of incentive mechanism in human resource management of private universities in Guangxi?

3.Are the strategies for development of incentive mechanism in human resource management of private universities in Guangxi feasible?

3. LITERATURE REVIEW

3.1 Concept of human resource management

Drucker, Peter F. (1954) the father of modern management, proposed the concept of "human resources" in his book "Management Practice" in 1954, pointing out that human resources are a special kind of resource, and the only difference between human resources and other resources is that human resources are people, and human resources have qualities that other resources do not have, including coordination, integration, judgment, imagination, and so on. Wright believes that the human resources of an enterprise refer to the human resource pool within the organization, including the employee group and the skills, technology, and knowledge it possesses.

Barker. (2019) Barker's interpretation of the concept of human resource management is based on the "administrative role" of human resource management at that time.

3.2 Concept of incentive mechanism

Mayo, Elton. (1933) Social Cognitive Theory: Social cognitive theory advocates that human behavior is influenced by both psychological and social factors, which can permanently affect career development.

Super, D. E. (1957) Career Theory emphasizes that career is a continuous, recurring, and gradually progressive process, including career decision-making, career progression, and retirement stages. The representative figures of this theory include.

Holland, J. L. (1985) Career Matching Theory: This theory points out that career development requires matching individual skills and values with organizational needs and culture to achieve

career success and satisfaction. The most important component is the adaptability and mutual adaptability of individuals and organizations.

Gati and Sampson. (2004) Career Decision Theory: This theory explores the choice and decision-making of future career paths, pointing out that career decision-making is a complex process that requires consideration of factors such as personal experience, goals, knowledge, and skills.

Maslow, A. H. (1943) Maslow's hierarchy of needs theory believes that humans have five basic needs, including physiological needs, security needs, social needs, respect needs, and self-realization needs. When these needs are met, people's mental state and sense of self-worth will be improved, thereby improving work performance.

Herzberg F (1959) Herzberg's dual factor theory is divided into satisfaction factors and motivation factors. Satisfaction factors include working conditions, wages, benefits, etc., while motivation factors include the degree of challenge and sense of achievement of the job itself. He believes that only by simultaneously satisfying these two factors can employees' job performance be improved.

3.3 Relevant theoretical research in China and abroad

Guo Ruifang, Gu Guanqun,&Lin Jinsheng (2015) Management Review on Testing Micro and Intermediary Effects

Zhang Lan, Zhang Mingde, Mei Maowei (2011) Research on the Impact of Motivation on Employee Organizational Commitment - Based on Empirical Analysis of New Generation Employees.

Wu Yanping, Xie Weihua (2021), Exploring the Focus of Modern Enterprise Performance Management - On Rational

Incentive Mechanisms and Effective Talent Management Strategies.

Hou Jiajun, Chen Yi, Wang Qiongxin (2021) Research on employee incentive mechanisms based on social networks in Internet companies.

3.4 Research on the incentive mechanism strategy of human resource management in private universities in china

Zhang Zhengtang (2005) On the Incentive Mechanism in the Management of Teachers in Colleges and Universities advocates improving the social status of teachers by creating a social environment that respects teachers, establishing new

mechanisms for the selection and employment of personnel, and establishing a flexible salary system and laying a foundation for the development of teachers, thereby establishing an incentive mechanism for university teachers.

4. RESEARCH CONCEPTUAL FRAMEWORK

Through extensive literature research, based on Maslow's hierarchy of needs theory and Herzberg's dual factor theory, the research framework of this paper is shown in Figure 1

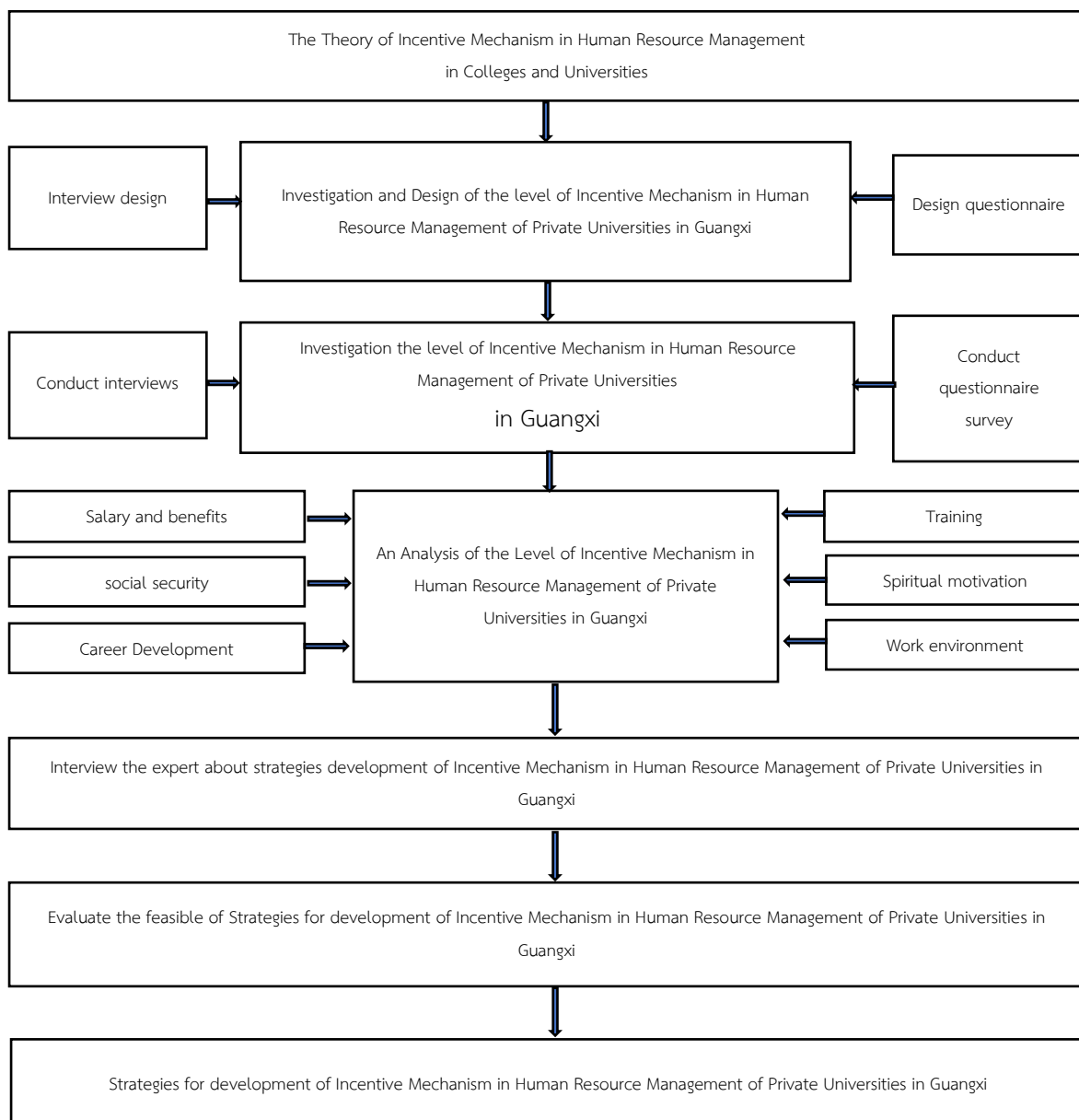


Figure 1 Research Framework**5. OBJECTIVES OF THE RESEARCH**

1.To study the level of development of incentive mechanism in human resource management of private universities in Guangxi.

2. To study the strategies for development incentive mechanism in human resource management of Private Universities in Guangxi.

3.To evaluate the feasible of strategies for development of incentive mechanism in human resource management of Private Universities in Guangxi.

6. RESEARCH METHODOLOGY**6.1 Population and Sample****6.1.1 Population**

The total population of this study are 11855 managers and full-time teachers of 11 private universities in Guangxi. These positions are all major participants in the incentive mechanism of human resource management in universities.

6.1.2 Sample

The sample for this study is 400 managers and full-time teachers from four private undergraduate universities in Guangxi, located in different cities (Nanning University, Liuzhou Institute of Technology, Beihai University of Art and Design, Guilin University).

The summary of research steps is shown in

Figure 2

Step	Research Method	Research Findings
Step1 Study incentive mechanism level	1. Literature review 2. Design questionnaire 3. Data analysis	Obtain the questionnaire results
Step2 Interview the expert	1. Analyze the data obtained from the questionnaire 2. Design structure interview form and conduct interviews	Obtain the strategies
Step3 Evaluate the feasible of Strategies	1. Design strategy evaluation form 2. Invite 5 experts for evaluation 3. Analyze strategy evaluation	1.Passed the strategy evaluation 2.obtained the expert
Step4 Strategies	1.Discussion 2.Recommendations	Optimization measures

7. RESEARCH RESULTS

Table 1 Analysis on the level of development of incentive mechanism in human resource management of private universities in Guangxi
(n=400)

Strategies for development of Incentive Mechanism in Human Resource Management of Private Universities in Guangxi		\bar{X}	SD	Level	Rank
1	Salary and benefits	3.27	0.60	medium	6
2	Social security	3.32	0.60	medium	5
3	Career development	3.36	0.61	medium	4
4	Training	3.40	0.60	medium	3
5	Spiritual motiovation	3.41	0.62	medium	2
6	Work environment	3.49	0.60	medium	1
Total		3.37	0.60	medium	

According to Table 4.2, the average level of six aspects of development of incentive mechanisms in human resource management in private universities in Guangxi is medium ($\bar{X}=3.37$). The average level of work environment is the highest ($\bar{X}=3.49$), followed by the average level of spiritual motivation ($\bar{X}=3.37$, the average level of training ($\bar{X}=3.40$), the average level of career development ($\bar{X}=3.36$), the average level of social security ($\bar{X}=3.32$), and the lowest average level of remuneration ($\bar{X}=3.27$).

Mechanism in Human Resource Management of Private Universities in Guangxi

This study presents the information provided by the interviewees through structured interviews. The interviewees are a sample group of this study, including management personnel and full-time teachers from 4 universities, including Nanning University, Liuzhou Institute of Technology, Beihai University of Art and Design, and Guilin University. A total of 12 people is required to work at Guangxi Private University for more than 5 years.

The list of respondents is as follows:

Interview Analysis Results of Strategies for Development of Incentive

Table 2 Interviewers Information

Serial number	Interviewee	Category	Work experiences	University
1	Hu Xiaomin	middle manager	20	Nanning University
2	Zuo Jing	middle manager	13	Nanning University
3	Gao Jinkui	Full-time teacher	10	Nanning University
4	Wang Tuo	middle manager	16	Liuzhou Institute of Technology

Serial number	Interviewee	Category	Work experiences	University
5	Chen Guoying	middle manager	11	Liuzhou Institute of Technology
6	Zhang Gentao	Full-time teacher	7	Liuzhou Institute of Technology
7	Huang Kanming	middle manager	12	Beihai University of Art and Design
8	He Minzhi	Full-time teacher	9	Beihai University of Art and Design
9	Yan Jianpeng	Full-time teacher	5	Beihai University of Art and Design
10	Li Jing	middle manager	13	Guilin University
11	Liao sha	Full-time teacher	15	Guilin University
12	Wang Nanning	Full-time teacher	8	Guilin University

8. CONCLUSION AND DISCUSSION

8.1 Conclusion

The objective of this study is to discuss how to optimize the incentive mechanism strategy for human resource management in private universities in Guangxi. This study focuses on six variables of human resource incentive mechanism: salary and benefits, social security, career development, training, spiritual motivation, and work environment. Through investigation, research, and analysis, the following conclusions are drawn:

1. According to the first research objective, based on the average and standard deviation analysis of the survey results of the level of incentive mechanisms human resources of private universities in Guangxi, it is found that the average values of compensation, social security, career development, training, spiritual motivation, and work environment of the human resources incentive mechanisms in private universities in Guangxi are all at a medium level.

2. According to the second research objective, the researchers combed and analyzed the questionnaire and interview results, and proposed incentive mechanism strategies, 6 strategies, and 28 measures for private universities in Guangxi. The specific content is as follows:

Optimize the salary and benefits strategies, including 6 measures: (1) Referring to similar public universities, improving the overall salary and benefits level of private universities; (2) Establish an incentive mechanism to assess the limits of teaching staff and improve their work enthusiasm; (3) Develop a multi-level salary mechanism to widen the salary gap and achieve salary incentive effects; (4) Implement a differentiated salary system and explore personalized salary standards; (5) Enhancing the introduction of high-level talents; (6) Strengthen the transparency of the salary system, and publicly clarify job responsibilities and salary standards.

Optimize the social security strategies, including 5 measures: (1) Referring to the

standards of public universities, increasing the base for purchasing insurance;(2) Establish mutual aid funds and assistance mechanisms for faculty and staff to provide timely and effective assistance and support to staff;(3) Increase enterprise annuity and ensure the pension level of teaching staff;(4) Address children's education issues that employees are concerned about;(5) Strengthen cooperation with the government and social organizations, strive for more social resources, and improve the social security level of teachers.

Optimize career development strategies, including 5 measures:(1) Integrate the school vision and individual career goals of employees, design clear, clear, and fair career development channels, and form a talent echelon construction plan for the school;(2) Establish employee career development plans, provide clear career promotion paths and career planning guidance;(3) Formulate plans for educational qualifications, professional titles, and work abilities of faculty members;(4)Develop a job rank system for various positions;(5) Provide opportunities for faculty and workers to transfer jobs.

Optimize the training strategies, including 4 measures: (1) Building a classified and hierarchical employee training system;(2) Establish a school and college level employee training system, emphasizing both general and professional abilities;(3) Establish a training evaluation mechanism, regularly evaluate training and effectiveness, optimize and improve training plans and content;(4) Scientifically design training content and strengthen personalized training.

Optimize the spiritual motivation strategies, including 4 measures: (1)

Establish a complete spiritual and cultural value education plan, and improve school spiritual motivation measures;(2) Establish a school incentive mechanism and a faculty honor system to stimulate the faculty's sense of honor;(3) Caring for and caring for the teaching staff, solving their difficulties, and improving their sense of belonging;(4) Every year, humanistic care is added to festivals of special significance to create a warm atmosphere.

Optimize the work environment strategies, including 4 measures:(1) Create the characteristics of the school and create a distinctive campus culture;(2) Establish a harmonious working atmosphere and strengthen communication and feedback mechanisms between management and faculty;(3) Design and promote cultural and creative products of the school, and strengthen the construction of the school's cultural brand;(4) Update office equipment and software in a timely manner to improve work efficiency.

3. According to the third research objective, the researchers conducted an expert evaluation of the feasibility of incentive mechanism strategy the human resource management in Guangxi private universities. The evaluation results showed that the strategy has high feasibility, and has a positive promoting effect on optimizing incentive mechanism the human resource management in Guangxi private universities from a theoretical perspective.

8.2 Discussion

Based on a survey of the level of human resource management incentive mechanisms in private universities in Guangxi, the average and standard values of 6 variables in the questionnaire were analyzed. It was found that the overall

average value of salary and benefits, social security, career development, training, incentive mechanisms, and work environment was 3.37, which was at the middle level. The ranking of the 6 variables according to their average value from high to low is: 1. Working environment ($\bar{X}=3.49$); 2. Spiritual motivation ($\bar{X}=3.41$); 3. Training ($\bar{X}=3.40$); 4. Career development ($\bar{X}=3.36$); 5. Social security ($\bar{X}=3.32$); 6. Salary and benefits ($\bar{X}=3.27$). Both are at a medium level and require further improvement and optimization.

1. Salary and benefits discussion:

The overall average value of remuneration is 3.27, which is at the medium level. By analyzing the average and standard deviation data on the current status of compensation and treatment, it is found that the average value of the indicator "Units provide overtime subsidies to employees" is the lowest, indicating that Guangxi private university employees have more overtime work, and the units have not paid corresponding overtime compensation to employees, resulting in low satisfaction with compensation and treatment. To address these issues, researchers have proposed strategies to optimize compensation, including 6 measures.

2. Social security discussion: The overall average value of social security is 3.32, which is at a medium level. By analyzing the average and standard deviation data of the current level of social security, it is found that the average value of the indicator "Units provide children's education resources to employees" is the lowest, indicating that Guangxi private universities pay relatively little attention to the education of employees' children, and

their care for employees needs to be further increased. To address these issues, researchers have proposed optimizing social security strategies, including 5 measures.

3. Career development discussion:

The overall average value of career development is 3.36, which is at the medium level. By analyzing the average value and standard deviation data of the current status of career development, it is found that the average value of the indicator "employees have the opportunity to rotate in the company" is the lowest, indicating that Guangxi private universities have not opened the channel between positions, and there are relatively few opportunities for employees to transfer, without opportunities and platforms for multi-position training. To address these issues, researchers have proposed strategies to optimize career development, including 5 measures.

4. Training discussion: The overall average value of training is 3.40, which is at a medium level. By analyzing the average value and standard deviation data of the current training level, it is found that the average value of the indicator "having the opportunity to participate in decision-making and management" is the lowest, indicating that Guangxi private universities are not deep enough at the grassroots level, do not fully listen to the opinions of grassroots managers and full-time teachers, and employees have few opportunities to participate in school management. To address these issues, researchers have proposed an optimized training strategy that includes 4 measures.

5. Spiritual motivation discussion:

The overall average value of spiritual motivation is 3.41, which is at the medium

level. By analyzing the average value and standard deviation data of the level of spiritual motivation, it is found that the average value of the indicator "mechanism for selecting advanced employees by units" is the lowest, indicating that most private universities in Guangxi have not established a reward and punishment honor system for faculty and workers, and that the incentive mechanism for spiritual aspects is insufficient, and the sense of honor of employees is not strong. In order to solve these problems, researchers have proposed optimizing spiritual motivation strategies, including 4 measures.

6. Work environment discussion:

The overall average value of the working environment is 3.49, which is at a medium level. By analyzing the average and standard deviation data of the level of the work environment, it is found that the average value of the indicator "cultural atmosphere of unit reform and innovation" is the lowest, indicating that the reform and innovation efforts of Guangxi private universities are insufficient, without a sense of hardship and a lack of competitive atmosphere. To address these issues, researchers have proposed strategies to optimize the work environment, including 4 measures.

9. RECOMMENDATIONS

1.Salary and benefits: (1) Implement a differentiated compensation system, explore personalized compensation standards, and create a good incentive atmosphere of "more for more work, and better for better work"; (2) Sort out the internal governance structure of the school, simplify the work process, improve work efficiency, reduce overtime, and improve employee satisfaction; (3) Pay attention to

opening up resources and reducing expenditure, strengthen school-enterprise cooperation, scientific research cooperation, etc., expand funding sources, increase the salary and benefits standards of teaching staff year by year, and stabilize the teaching staff.

2.Social security: The social security aspect of Guangxi private universities should pay more attention to and solve the difficulties of employees, address their worries, and engage employees wholeheartedly in their work. This is also an effective measure to improve employee satisfaction and stabilize teachers.

3.Career development: In terms of career development, Guangxi private universities should integrate the school's vision and individual career goals of employees, design clear, clear, and fair career development channels, and formulate employee career development plans to open up job transfer channels between various positions.

4.Training: In terms of training and training in Guangxi private universities, it is necessary to listen to the opinions and suggestions of employees, organize seminars and questionnaires, and promptly adopt good opinions and suggestions to make employees feel valuable.

5. Spiritual motivation: In terms of spiritual motivation in Guangxi private universities, it is necessary for private universities to establish a reward and punishment mechanism for managers and teachers, encourage teachers who perform well, punish teachers who perform poorly, improve teachers' professional quality, and stimulate the sense of honor of employees.

6.Work environment: In terms of the working environment of private

universities in Guangxi, we should attach importance to reform and innovation, cultivate the awareness that high-quality development is the lifeblood of private schools, promote reform and innovation in various fields of the school, and at the same time, create the characteristics of the school, create a distinctive campus culture, and strengthen the construction of campus cultural brands.

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