

Summer 6-1-2014

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## Recommended Citation

Li, Ang, "Analysis on the Establishment of Incentive Mechanism for College Academic Affairs Management Personnel" (2014).  
*WHICEB 2014 Proceedings*. 76.  
<http://aisel.aisnet.org/whiceb2014/76>

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# **Analysis on the Establishment of Incentive Mechanism for College Academic Affairs Management Personnel**

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**Abstract:** College academic affairs management is the core of teaching, the management ability of academic affairs management personnel affects the normal development of college teaching. It meanwhile directly reflects the teaching quality of colleges and universities, thus affecting school development and survival. Therefore, mobilizing the enthusiasm of academic affairs management personnel becomes the principle problem in college human resource management. This paper first describes the role of incentive mechanism, then expounds the problems existing in the incentive mechanism for college academic affairs management personnel, and finally proposes the path analysis on establishing incentive mechanism for college academic affairs management personnel..

Keywords: College and universities; academic affairs management personnel; incentive mechanism; establish

## **1. INTRODUCTION**

Colleges and universities are faced with enormous challenges now, they obtain rapid development and growth through many reform measures, how to mobilize the enthusiasm of academic affairs management personnel to ensure the smooth progress of teaching? It has been a significant problem faced by colleges and universities, if the problem can't be well resolved<sup>[1]</sup>, it will affect the long-term development of school. Therefore, to improve and perfect the incentive mechanism for college academic affairs management personnel is one of the important contents of college reform.

## **2. EFFECT OF INCENTIVE MECHANISM FOR COLLEGE ACADEMIC AFFAIRS MANAGEMENT PERSONNEL**

College academic affairs management personnel is the most direct implementer of college daily teaching and main force of teaching. College academic affairs management personnel incentive is the psychological process of stimulating their enthusiasm, so as to mobilize their enthusiasm, initiative and creativeness and enable them to generate motive power towards the required target. Therefore, scientific incentive mechanism enables the individual goal of academic affairs management personnel and the overall goal of school to be consistent, so as to meet the higher and higher requirements of academic affairs management.

## **3. PROBLEMS EXISTING IN INCENTIVE MECHANISM FOR COLLEGE ACADEMIC AFFAIRS MANAGEMENT PERSONNEL**

College academic affairs management is a tedious and tremendous work, to ensure its good running is to ensure the harmonious and orderly progress of college teaching. However, due to the effects of factors such as various levels of factors in college academic affairs management and the quality of academic affairs management personnel, etc., there are many problems in college academic affairs management, which are mainly reflected in the following aspects:

### **3.1 Insufficient emphasis on the status and role of academic affairs management personnel**

Now, in the academic affairs management, many persons in charge of college academic affairs management

are often unaware of the importance of academic affairs management, lack understanding of academic affairs management, so they will often make a lot of mistakes in work, resulting in that academic affairs management doesn't meet the requirements of academic affairs reform system<sup>[2]</sup>. Academic affairs management personnel have little chance to go out for further study because of job nature. The job hardships and disagreement of others largely affect the development of teaching.

### **3.2 Insufficient Opportunities for self-improvement of academic affairs management personnel**

In recent years, with the deepening of college expansion plan, there are more and more students in college, thus the workload of college academic affairs management is also increasing correspondingly, but the number of academic affairs management personnel remains unchanged, so the tasks of academic affairs management personnel are heavier, the difficulty also increases correspondingly, and there are certain requirements for their work quality. On the other hand<sup>[3]</sup>, extensive management is adopted for academic affairs management personnel, their work is relatively miscellaneous, and so there is little time to improve their own ability<sup>[4]</sup>.

### **3.3 Lack of effective competitive and incentive mechanism for academic affairs management personnel**

Establishment of a set of effective competitive and incentive mechanism can mobilize the enthusiasm very well, so as to enable teaching management activity to obtain good benefit. However, because the academic affairs management is very cumbersome and complex, and there is no reward for academic affairs management personnel with good performance; no punitive measures for academic affairs management personnel with poor performance. Lack of effective competitive and incentive mechanism makes it difficult to mobilize the enthusiasm of academic affairs management personnel, and even affects the working environment, so the work efficiency can't be improved.

## **4. PATH ANALYSIS ON ESTABLISHING INCENTIVE MECHANISM FOR COLLEGE ACADEMIC AFFAIRS MANAGEMENT PERSONNEL**

Aiming at the problems existing in college academic affairs management and combining the actual work of college academic affairs management personnel, the establishment of scientific and reasonable incentive mechanism for college academic affairs management personnel should focus on the following aspects:

### **4.1 Strengthen the training on academic affairs management personnel**

Colleges and universities should value the on-the-job training and improvement for academic affairs management personnel, so as to meet the requirements of social economic development and teaching reform. Regularly organize academic affairs management personnel to participate in various teaching reform seminars to broaden their horizons and knowledge. Learn some new management experiences and information by inviting experts to provide forums and lectures for academic affairs management personnel.

### **4.2 Establish sound appraisal and incentive system**

With the expansion of enrollment capacity in the national colleges and universities, academic affairs management also correspondingly changes, the cumbersome workload and great difficulty require the changes in academic affairs management. Therefore, the implementation of incentive mechanism for academic affairs management personnel and the establishment of perfect supervision system and evaluation & assessment system can prevent their slack and laziness through the supervision of their daily work and the performance evaluation. The performance evaluation can measure employee contributions, so as to promote the improvement of academic affairs management quality<sup>[5]</sup>.

### **4.3 Value the status of academic affairs management personnel**

Academic affairs management personnel are an important part of teaching body. Understand and strengthen scientific management, and fully realize the status and role of academic affairs management in colleges and universities development, meanwhile pay much attention to academic affairs management, establish effective

policies and measures on the aspects of employment, selection, rewards and punishment, etc., pay attention to the construction of academic affairs management personnel, absorb and encourage people with good management ability, suitable and willing to engage in management work into the management team, fully mobilize the enthusiasm, innovation and creativity of all academic affairs management personnel, enabling them to work hard on academic affairs management and make greater contributions to the reform and development of college teaching.

#### **4.4 Strengthen management, reward and punish clearly**

Colleges and universities should establish a set of complete incentive mechanism to encourage the innovation in academic affairs management. And establish reasonable appraisal and promotional system to conduct year-end performance evaluation for the work of academic affairs management personnel, within the prescribed number of years, the one who has excellent year-end performance evaluation and accomplishes the prescribed academic affairs management tasks can be preferentially promoted to a higher title or post after selection. This will stimulate the interest of personnel in academic affairs management and encourage them to continuously innovate and explore academic affairs work and teaching management. Meanwhile<sup>[6]</sup>, in college academic affairs management, various incentive forms such as target incentive, feedback incentive, reward & punishment incentive, model incentive, policy incentive, competition incentive, etc. can also be adopted.

#### **4.5 Set examples, compete with each other**

The power of examples is endless, which is not only an honor, but also an affirmation to the work. Set good examples for college academic affairs management personnel to encourage other employees to work hard for setting examples, so as to strengthen the job enthusiasm and self-confidence of academic affairs management personnel<sup>[7]</sup>. Therefore, leaders shall focus on their working conditions at any moment and evaluate their work quality to determine the examples. Meanwhile, encourage them to work hard, set the excellent employees as examples and give certain rewards, by this way, they will compete with each other, encourage each other and learn from each other, so as to develop team cohesion at the time of competition.

#### **4.6 Improve the salary level of academic affairs management personnel**

The attractive force of work and reward to individual will increase with their value to individual, and then their role in stimulating the enthusiasm of academic affairs management personnel will be greater. On one hand, improve the attractive force of intrinsic rewards for academic affairs management personnel, for example, meet their self-realization needs or other higher development needs through work; on the other hand, improve the attractive force of extrinsic rewards such as salary and promotion, etc. controlled by school, so as to increase teachers' satisfaction<sup>[8]</sup>.

### **5. CONCLUSION**

Colleges and universities should regard academic affairs management personnel as the most important human resources, and only in this way can they improve the efficiency and quality of college academic affairs management, so as to guarantee the normal progress of college teaching. Therefore, reasonable, effective and scientific incentive mechanism must be established to solve the problems existing in college academic affairs management of present stage, provide good teaching and learning environment for teachers and students, improve teaching quality and ensure the orderly progress of all aspects of work in colleges and universities. In conclusion, only after truly understanding and grasping the needs of college academic affairs management personnel can we effectively stimulate, control and predict their actions, and encourage them to make the greatest contribution for sustainable development of school while in the pursuit of personal development.

### **6. ACKNOWLEDGEMENTS**

This work was supported by Research Foundation for the Tonghua Normal University of 2012 for Teaching

and research Program and Research Foundation for Social Science Research Project of Jilin Province Department of Education of 2014 for the 12th Five-Year Program.

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