

Original Research Article

Research on the construction and implementation of human resources incentive mechanism in colleges and universities

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Abstract: This study discusses the construction and implementation of the incentive mechanism of human resources in colleges and universities, analyzes its importance and existing problems, and puts forward the optimization countermeasures, and finds that the incentive mechanism plays an important role in improving the quality of education, attracting and retaining excellent talents and promoting the realization of the overall development strategy of colleges and universities. However, there are still problems such as unreasonable design of incentive mechanism, insignificant incentive effect, lack of continuity and on in colleges and universities. Therefore, it paper suggestions on improving the design of incentive mechanism, improving the incentive effect and ensuring the sustainability of incentive mechanism, in order to provide reference for university administrators and promote the optimization and upgrading of human resource management in universities.

Keywords: university human resources; incentive mechanism; education quality; scientific research level

1. Introduction

Human resource management in higher education institutions plays a crucial role in improving educational quality, promoting scientific research, and achieving the overall strategic objectives of the institution. With the rapid development of higher education and increasing competition, universities need to continuously optimize their human resource management to stimulate the work enthusiasm and creativity of their staff. An effective incentive mechanism can not only enhance the work motivation of the faculty but also attract and retain outstanding talents, thereby promoting the sustainable development of the university. However, many universities currently face numerous problems in the design and implementation of their human resource incentive mechanisms, leading to less than satisfactory results. Therefore, this paper explores the construction and implementation of human resource incentive mechanisms in universities by analyzing their importance, existing problems, and proposing optimization strategies. The goal is to provide references for university administrators to promote the optimization and upgrading of human resource management in higher education institutions.

2. The Importance of Constructing and Implementing Human Resource Incentive Mechanisms in Universities

2.1. Enhancing Education Quality and Research Level

The human resource incentive mechanism in universities plays a crucial role in enhancing education quality and research level. Firstly, an effective incentive mechanism can stimulate teachers' enthusiasm for teaching, making them more invested in the teaching process and focusing on innovation and improvement of teaching methods, thereby improving classroom teaching effectiveness and students' learning motivation. For example, rewarding teachers with outstanding teaching performance through bonuses, honorary titles, or promotion opportunities encourages them to continuously enhance their teaching levels. Secondly, the improvement of

research levels is also inseparable from effective incentive mechanisms. Universities can establish research reward funds to reward teachers who have achieved outstanding results in the research field, stimulating research enthusiasm and promoting the production of more high-quality research results. At the same time, universities can create a good research environment by providing research funding and reducing teaching tasks, allowing teachers to concentrate on their research work. Furthermore, universities can establish teacher evaluation systems that incorporate teaching and research achievements into the evaluation criteria, conducting comprehensive evaluations of teachers' overall performance and providing corresponding incentives based on the evaluation results. This not only increases teachers' work enthusiasm but also creates a healthy competitive atmosphere, thereby enhancing the overall education quality and research level of the university^[1].

2.2. Attracting and Retaining Outstanding Talent

The competitiveness of universities largely depends on their ability to attract and retain outstanding talent, and a scientifically reasonable incentive mechanism is key to achieving this goal. Firstly, by offering competitive salary packages and generous welfare policies, universities can attract external outstanding talents. For instance, universities can set up special funds for talent introduction, providing one-time rewards or research start-up funds for high-level talents, thereby increasing the university's attractiveness. Secondly, universities should also focus on the career development of talents, providing broad development space and diverse promotion channels for staff. For example, by establishing different levels of title evaluation systems, universities can offer promotion opportunities for teachers at different stages of their development, enabling them to see their career development prospects, thus enhancing their sense of belonging and work motivation. Additionally, universities can organize various training and academic exchange activities to improve the professional skills and research capabilities of staff, promoting their career development. Moreover, universities should focus on creating a good working environment and humanistic care, by establishing a harmonious work atmosphere and good teacher-student relationships, enhancing staff's job satisfaction and sense of belonging. For example, through regular team-building activities and setting up psychological counseling institutions, universities can pay attention to the physical and mental health of staff, improving their job happiness and thus increasing the stability and loyalty of talent^[2].

2.3. Promoting the Realization of the University's Overall Development Strategy

The improvement of the human resource incentive mechanism in universities helps in achieving the overall development strategy goals of the institution. Through the implementation of incentive measures, the enthusiasm and creativity of all staff can be effectively mobilized, promoting the comprehensive development of the university. Firstly, universities can combine the development goals of the institution with the personal goals of staff through the implementation of the incentive mechanism, forming a driving force for common development. For example, aligning the university's key research directions and subject construction goals with the research tasks and work assessments of staff can motivate staff to work towards achieving the university's development goals. Secondly, the incentive mechanism promotes the formation and development of an innovative culture in universities. By rewarding innovative achievements and supporting innovative projects, universities encourage staff to innovate boldly and explore courageously, continuously driving innovation in teaching and research fields. For instance, universities can set up innovation awards to reward staff who have achieved innovative results in teaching and research, encouraging more staff to participate in innovative activities. Furthermore, the

implementation of the incentive mechanism can enhance staff's awareness of teamwork and collective honor. For example, through team rewards, universities can encourage collaboration and cooperation among staff, forming a good team spirit to collectively work towards achieving the university's development goals. This not only improves work efficiency and effectiveness but also enhances staff's sense of collective honor and belonging^[3].

3. Problems in the Construction and Implementation of Human Resource Incentive Mechanisms in Universities

3.1. Unreasonable Design of Incentive Mechanisms

Currently, many universities have significant issues with the design of their human resource incentive mechanisms, which hinders their effectiveness. Firstly, the incentive methods are overly reliant on material rewards such as bonuses and salary increases, neglecting the role of non-material incentives. While material rewards can stimulate teachers' work enthusiasm to some extent, long-term reliance on material incentives can lead to dependence and a lack of intrinsic motivation. Secondly, the incentive standards are unclear. Many universities lack clear and specific standards when formulating incentive policies, making it difficult for faculty to understand and accept them in practice. For example, some universities' research reward policies are not detailed in terms of specific types of achievements and impact factors, which frustrates faculty and diminishes their enthusiasm for research activities. Additionally, the lack of transparency in evaluation standards can cause dissatisfaction and doubt among faculty, affecting their trust and acceptance of the incentive mechanisms. Moreover, the incentive mechanisms often focus on outstanding performance in teaching and research, neglecting faculty in management and service positions. This unbalanced design leads to a lack of recognition and reward for the efforts and contributions of some faculty, seriously dampening their work enthusiasm. Over time, faculty in certain positions may feel overlooked, leading to decreased work efficiency and loyalty^[4].

3.2. Insignificant Incentive Effects

Despite many universities recognizing the importance of incentive mechanisms and implementing various incentive measures in practice, the results are often unsatisfactory. Firstly, the implementation of incentive measures is inadequate. After formulating incentive policies, some universities fail to execute them effectively and promptly due to insufficient managerial execution or cumbersome procedures. As a result, faculty members cannot truly benefit from the incentive policies, leading to doubts about their effectiveness. Secondly, faculty recognition of incentive measures is low. Some universities fail to involve faculty adequately in the formulation of incentive policies, resulting in measures that do not fully reflect their actual needs and expectations. For example, some universities' research reward policies do not sufficiently consider the characteristics of different disciplines and the actual research conditions of faculty, leading to perceptions of unfairness and irrationality, thereby reducing faculty support and acceptance. Furthermore, the evaluation systems for incentive results are often flawed. Many universities lack a scientific and reasonable evaluation system during the implementation of incentive mechanisms, making it difficult to objectively and fairly assess the effectiveness of these measures. For example, some universities overly rely on quantitative indicators when evaluating teaching and research achievements, neglecting qualitative assessments. This imperfect evaluation system not only fails to comprehensively reflect the actual performance of faculty but also easily causes disputes and dissatisfaction, impacting the implementation of incentive mechanisms.

3.3. Lack of Sustainability in Incentive Mechanisms

Some universities' incentive mechanisms exhibit a clear lack of sustainability, failing to form long-term effective incentive effects. Firstly, the short-term nature of incentive policies is an issue. Many universities focus on short-term effects when formulating incentive policies, neglecting the necessity of long-term incentives. For instance, some universities only consider the current year's achievements when evaluating faculty research results, without establishing a long-term research incentive mechanism, leading to a lack of continuous motivation for research innovation among faculty. Secondly, the arbitrariness of performance evaluations is problematic. Some universities fail to establish standardized evaluation processes and criteria when conducting faculty performance evaluations, resulting in subjective and arbitrary assessment outcomes. This not only affects the fairness and transparency of incentive measures but also leads to faculty distrust in the evaluation results, thereby impacting their work enthusiasm and initiative. Additionally, the untimely update of incentive mechanisms is a concern. As universities develop and the external environment changes, incentive mechanisms need continuous adjustment and optimization to meet new situations and demands. However, some universities are slow to update and adjust their incentive mechanisms, failing to timely adapt to actual conditions. Consequently, existing incentive mechanisms struggle to meet new development needs. For example, with the advancement of information technology and changes in teaching models, universities need to continuously adjust and optimize incentive policies for information-based teaching and online education. Yet, some universities lag in updating these incentive mechanisms, affecting faculty enthusiasm and creativity in new fields.

4. Strategies for the Construction and Implementation of Human Resource Incentive Mechanisms in Universities

4.1. Improving the Design of Incentive Mechanisms

To effectively stimulate the work enthusiasm of faculty and staff, universities need to comprehensively optimize and improve the design of their incentive mechanisms. Firstly, incentive methods should be diversified. In addition to traditional material incentives such as bonuses, salary increases, and welfare benefits, attention should also be paid to spiritual incentives and career development incentives. Spiritual incentives can include honorary titles, award ceremonies, and public commendations, while career development incentives involve providing training opportunities, academic exchanges, and promotion channels. Diversified incentive methods can meet the needs of faculty at different levels and stages, enhancing their work motivation and satisfaction. Secondly, incentive standards should be clarified, and a scientific and reasonable incentive evaluation system should be established. Incentive standards should be detailed and clear according to different positions, disciplines, and work contents, ensuring that each faculty member can understand and accept them. For example, in terms of research incentives, different reward levels and standards can be set based on the difficulty, innovation, and impact of research projects to ensure the fairness and transparency of the evaluation process. Additionally, a comprehensive evaluation feedback mechanism should be established to promptly provide faculty with evaluation results and collect their opinions and suggestions, continuously improving the evaluation system. Furthermore, the coverage of incentive targets should be expanded to ensure the comprehensiveness and balance of the incentive mechanisms. Incentive policies should not only cover teaching and research positions but also include management and service positions, ensuring that every faculty member who contributes to the development of the university receives appropriate recognition and rewards. For example, personnel who

perform outstandingly in student management and logistical services should also have corresponding reward mechanisms to stimulate their work enthusiasm and sense of responsibility. Lastly, the long-term effectiveness and sustainability of incentive mechanisms should be emphasized. The design of incentive mechanisms should consider the long-term development goals of the university and the career development plans of faculty, avoiding short-term and temporary incentive measures. For example, setting up long-term incentive plans that provide special rewards to faculty members who consistently perform well over a period can enhance their job stability and confidence in their career development. Additionally, incentive policies should be regularly evaluated and adjusted according to actual situations and development needs, ensuring that incentive mechanisms always meet the development needs of the university and the expectations of faculty^[5].

4.2. Enhancing the Effectiveness of Incentives

To ensure that incentive mechanisms truly play their role, universities need to focus on enhancing the effectiveness of incentives. Firstly, the execution of incentive measures should be strengthened. A well-designed incentive mechanism is not enough; the key lies in its implementation. After formulating incentive policies, the management must ensure that these policies are promptly and accurately communicated to every faculty member and strictly implemented according to the regulations. Any omission or delay will weaken the effectiveness of incentives and may even cause dissatisfaction and resistance among faculty. Therefore, establishing an efficient and transparent execution process is crucial to ensuring the effective implementation of incentive measures. Secondly, increasing faculty participation is another important means of improving incentive effectiveness. Universities should fully listen to faculty opinions and suggestions during the design and adjustment of incentive mechanisms, making incentive measures more targeted and effective. For example, regular faculty meetings and surveys can help understand their real needs and expectations, and adjustments can be made based on actual situations to make incentive measures more aligned with faculty work realities and psychological needs. This approach not only enhances the acceptance and recognition of incentive measures but also fosters a sense of ownership and participation among faculty. Moreover, improving the evaluation system for incentive results is key to enhancing incentive effectiveness. Universities should establish a scientific and reasonable evaluation index system to comprehensively and objectively assess faculty work performance. For example, in teaching, comprehensive evaluations can be conducted based on student feedback, peer reviews, and teaching effectiveness; in research, factors such as the quantity and quality of published papers and the actual contribution of research projects can be considered. A multi-dimensional evaluation system can more accurately reflect the work achievements of faculty, avoiding the biases and unfairness caused by single evaluation indicators. Lastly, timely feedback and public disclosure of incentive results are important means of enhancing incentive effectiveness. Universities should provide faculty with evaluation results promptly after incentive evaluations and publicly announce them to ensure the transparency of the evaluation process and results. This approach not only increases faculty trust in the incentive mechanisms but also serves as a demonstration, motivating more faculty to actively engage in their work. Furthermore, any problems and deficiencies identified during the evaluations should be promptly addressed and optimized, ensuring the continuous improvement and refinement of the incentive mechanisms.

4.3. Ensuring the Sustainability of Incentive Mechanisms

To ensure the sustainability of incentive mechanisms, universities need to make improvements and

optimizations in multiple areas. Firstly, long-term incentive policies should be formulated, not just focusing on short-term measures. While short-term incentives can quickly boost faculty work enthusiasm, their effects are often not lasting. Long-term incentive policies provide stable expectations for faculty, enhancing their confidence in future development. For example, universities can establish long-term research funding plans, providing continuous support and rewards to faculty engaged in high-level research work, ensuring the continuity and stability of their research efforts. Secondly, performance evaluation systems should be standardized to ensure fairness, justice, and transparency in the evaluation process. A scientific and reasonable performance evaluation system is the foundation for the sustainability of incentive mechanisms. Universities should establish a systematic and comprehensive set of performance evaluation standards and procedures to regularly evaluate faculty work performance and adjust and optimize incentive measures based on evaluation results. For instance, an annual performance evaluation system can comprehensively assess faculty performance in teaching, research, and social services and provide corresponding rewards or improvement suggestions based on the evaluation results. Such a system not only ensures the fairness and effectiveness of incentive measures but also helps faculty clarify their development directions and improvement goals. Additionally, the sustainability of incentive mechanisms requires regular updates and adjustments. As universities develop and the external environment changes, the original incentive mechanisms may gradually lose their effectiveness. Therefore, universities should establish a regular evaluation and update mechanism for incentive mechanisms, promptly making adjustments based on actual situations. For example, conducting a comprehensive evaluation of incentive mechanisms every few years to understand their implementation effects and existing problems, and making corresponding adjustments and optimizations based on the evaluation results, ensuring that incentive mechanisms always meet the development needs of universities and the expectations of faculty. Finally, attention should be paid to the cultivation of an incentive culture, forming a campus-wide incentive atmosphere. Incentive mechanisms are not only specific policies and measures but also a reflection of culture. Universities should promote and advocate incentive culture through various means, helping faculty recognize the importance and significance of incentive mechanisms. For instance, successful cases and experiences can be shared through campus publications, official websites, and internal meetings to enhance faculty understanding and recognition of incentive mechanisms. Additionally, university leaders should lead by example, actively participating in and supporting the implementation of incentive mechanisms, setting a good example.

5. Conclusions

The construction and implementation of human resource incentive mechanisms in universities are of great significance for enhancing education quality, attracting and retaining talent, and achieving the overall development strategy of universities. By analyzing the importance of incentive mechanisms, it is evident that they play a crucial role in improving education quality and research levels, attracting and retaining outstanding talent, and promoting the realization of the overall development strategy of universities. However, there are numerous problems in the current incentive mechanisms in universities, including unreasonable design, insignificant incentive effects, and lack of sustainability. To address these issues, the study proposes optimization strategies such as improving the design of incentive mechanisms, enhancing incentive effects, and ensuring the sustainability of incentive mechanisms. Through scientific and reasonable design, effective implementation, and continuous optimization, universities can fully utilize the role of incentive mechanisms, boost the work enthusiasm and creativity of faculty and staff, and promote the comprehensive development of the institution.

This research aims to provide references for university administrators, facilitating the optimization and upgrading of human resource management in universities and achieving sustainable development.

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