

Research on the Improvement of Teachers' Salary System in Private Colleges and Universities

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Abstract: In the current era of increasingly intense competition among colleges and universities, private colleges and universities are booming, and with the development of economy, the competition for excellent teachers is becoming increasingly fierce. Therefore, an effective salary system is of great importance to colleges and universities. Effective salary system must conform to the development of colleges and universities, and combine salary theory, incentive theory and other theories into concrete practice. At the same time, the research on the salary system of private colleges and universities must clarify its purpose and significance, so as to better formulate the salary system research plan suitable for the teachers of private colleges and universities.

Keywords: Private colleges and universities; Teacher; Compensation system.

1. Introduction

With the development of China's economy, the number of private colleges and universities is increasing, and China is also promoting the development of higher education with a more open and active attitude. Behind the development, private colleges and universities must focus on the training of teachers, not only considering the strength of teachers, but also must consider the salary of teachers, especially whether the salary system of teachers is reasonable and standardized.

Nowadays, the social competition is becoming more and more fierce. How can private colleges and universities develop in the fierce competition and establish a reasonable salary system is particularly important. How to retain excellent teachers in private colleges and universities has become an important issue. Through the investigation of the salary system of teachers in B private colleges and universities, it is found that a reasonable salary system is of great practical significance to retain excellent teachers. First of all, a reasonable salary system is conducive to better engaging teachers in their own work and improving teaching quality. Secondly, a reasonable salary system is conducive to promoting internal fairness and unity of teachers. Finally, a reasonable salary system is conducive to stimulating the enthusiasm of school teachers and promoting the orderly development of school work.

2. B Analysis of Current Situation of Teachers' Salary System in Private Colleges and Universities

2.1. B Overview of private universities

In order to analyze the current situation of teachers' salary in B private colleges and universities, we must first understand the basic situation of B private colleges and universities, the nature of colleges and universities, purposes and educational concepts and other related content. It is also necessary to understand the organizational structure and cultural strategy of private colleges and universities in order to put forward countermeasures for the salary of school teachers.

2.1.1. School Introduction

B The private university is located in Harbin, Heilongjiang Province. It has 441 teachers and offers many subjects, including management and economics. It is a full-time private university approved by the state. The school covers an area of 500,000 square meters, has a rich collection of books, and has a good organizational culture.

2.1.2. School organizational structure

According to relevant laws and regulations, combined with the current situation of B private university, B private university currently prepares a scene, designates a role, arranges the interviewees in the situation, asks the interviewees to deal with various problems that may occur in the simulation process, and tests the self-cognition, role positioning, adaptability and thinking ability of the managers. Through understanding, the following conclusions are drawn: B Teachers in private colleges and universities have great problems in skills and values. Middle managers, although working in transportation enterprises, do not understand the knowledge and skills of the transportation industry, and most managers only want to complete their own work, and do not improve and supplement their professional skills and knowledge in their spare time, which leads to difficulties in the development of enterprises.

2.2. B Status quo of teachers' salary in private colleges and universities

B The current salary structure of teachers in private colleges and universities is composed of basic salary, performance salary, bonus and welfare allowance. In order to optimize the salary system of B private colleges and universities, it is necessary to clarify the composition of the current salary of teachers, so as to provide theoretical basis for the following research.

2.2.1. Status of basic salary

B The current basic salary base of private colleges and universities is low, which is lower than that of other schools in Heilongjiang Province. B The current basic salaries of teachers in private colleges and universities are shown in Table 1.

Table 1. B Basic salary table of teachers in private colleges and universities

Teaching assistant	Lecturer	Associate professor	Professor
700	900	1200	1400

2.2.2. Status of performance pay

After investigation, it is found that the work performance of teachers in B private colleges and universities is linked, so it has become a useful tool to motivate employees. There are many kinds of teacher performance pay, mainly to play a certain incentive role. No matter what kind of teacher

incentive effect, we can make performance pay better to play a more important role. As an indispensable part of the school, incentive must ensure that all incentive measures are in line with the professional development of teachers and play a great role in the future development of teachers. Specifically, we also need to optimize the status quo of performance salary and ensure its good operation. [1] The current situation of performance pay in schools is faced with many problems, many measures are not perfect, and the content level is uneven, so the improvement of performance pay has also played a big problem. The following measures should be taken to stimulate teachers' enthusiasm and contribute to their development. For details, see Table 2.

Table 2. B Performance salary table for teachers in private universities

The title of a professional post	Monthly class task	Per hour charge	Monthly performance pay
Teaching assistant	50	15	750
Lecturer	50	25	1250
Associate professor	40	50	2000
Professor	30	80	2400

2.2.3. Status of welfare allowance

B In the development process of private colleges and universities, there is a lack of incentive measures for welfare and subsidies, mainly in the aspects of incomplete welfare and low amount of money. The following is mainly from the two aspects of allowances and benefits, the current salary structure of B private colleges and universities is analyzed.

(1) Allowances

The allowance is a supplement to the basic salary and variable salary, mainly for special positions and some special jobs. B In order to attract talents, private colleges and universities set up subsidies, and improve the enthusiasm of teachers to ensure the smooth progress of teaching and scientific research.

(2) Welfare

B Private colleges and universities currently pay provident fund, maternity insurance, medical insurance, work-related injury insurance and pension insurance for on-duty staff, but all pay according to the minimum payment level of Harbin City. In addition to these statutory benefits, there are also some hospital benefits, mainly paid leave, holiday benefits, free shuttle bus and so on.

3. B Existing Problems of Teachers' Salary System in Private Colleges and Universities

According to B private university salary system survey, from the perspective of the school's teacher salary

management practice, there are still many problems in the salary system, which directly affect the enthusiasm of teachers and the long-term development of the school.

3.1. Unreasonable salary structure

According to the survey of the salary system of B private colleges and universities, it is found that B private colleges and universities implement a job-centered salary model, and the basic salary is linked to the position. Different positions and different titles have different salaries. But for the same position, no matter how much you do or how little you do, the basic salary is the same, and the fairness is very weak.

3.2. Low salary level

B Private colleges and universities mainly rely on tuition fees to support their education, which is prone to problems such as insufficient funds. The most intuitive manifestation is in the teacher salary. Therefore, B private colleges and universities must improve the salary system and give full play to the incentive effect of salary on teachers. It can be seen that the salary level of B private colleges and universities is too low. Teachers often need to rely on more labor, that is, more hours to get a satisfactory salary, but other comparable institutions in the province only need to complete fewer hours to get a comparable salary. [2]

Table 3. Analysis table of salary level comparison

school	Basic salary (RMB)	Basic workload (session/week)	Class wage (Yuan/class)	Extra class wage (RMB/class)	Total (yuan)
B Private universities	900	12		20	1780
Other private colleges and universities	1200	8		30	2320
	1000	8		50	3100
Public higher vocational colleges	1000		30		2720
	900		30		2820

3.3. Salary incentive is not strong

In our opinion, salary incentive is a very empty statement, we do not know what method we should use to achieve salary incentive, we do not understand how to deal with such problems, and we can not explain how specific. Salary incentive is not strong, finally due to the school management system, and school salary management problems, a school does not have a good salary management system, and salary management program, all these problems will appear. [3] According to the salary satisfaction survey of teachers in B private colleges and universities, we can see many problems, including unfair salary, high salary demand, complex content types of salary, unreasonable salary distribution, etc. We need to reasonably formulate salary strategies and analyze specific problems in order to ensure the smooth implementation of teaching work and ultimately achieve more long-term development of colleges and universities. What we say is that there is a positive correlation between the rewards teachers get and their needs, that is, the rewards we give them should be able to meet their needs and reward them according to their needs. If the content of the reward does not meet the employee's expectations or is not the content of the reward he wants, the incentive may not be effective.

4. B Improvement of Teachers' Salary System in Private Colleges and Universities

From the perspective of basic salary, performance bonus and welfare allowance, this paper puts forward solutions to the problems existing in the salary of teachers in B private colleges and universities.

4.1. Improvement of basic salary

According to the salary structure design drawing, the basic salary is optimized and the improvement suggestions are put forward, in order to help the optimization of the salary system of teachers in B private colleges and universities.

4.1.1. Basic salary

According to the basic salary of B private colleges and universities, the basic salary of teachers in B private colleges and universities should be appropriately improved. According to the degree of B private university teachers, different salaries are set, and considering the amount of human capital investment to obtain a degree, with reference to the corresponding degree probation salary of major schools and the status of this part of salary in the basic salary.

Table 4. Base salary schedule

Degree title	Learned scholar		master		bachelor	
Degree acquisition method	full-time	Be on the job	full-time	Be on the job	full-time	Be on the job
Degree pay scale	2200	1900	1800	1500	1400	1200

4.1.2. Post wages

The post salary mentioned here refers to the school teaching post teachers, according to their different positions in the teaching post, give different post salaries. Taking into account the specific situation of teachers, post salaries have been added to the salary system of B private colleges and universities to encourage teachers to improve their teaching level and teaching ability.

B Professional teachers in private colleges and universities are not only engaged in educational activities. Teachers with outstanding performance will be promoted to the head of the

department, and then promoted to the vice president and dean. Deans with excellent performance will also have the opportunity to be promoted to the vice president of the school to assist the president in various work. Although teachers in private colleges and universities can engage in administrative work, they still need to do teaching work. The more capable teachers are, the more they will be reused by schools. However, the welfare treatment of promoted teachers in private universities is not good. Now the salary of teachers in B private colleges and universities is designed, as shown in Table 5.

Table 5. B Teachers' salary table in private colleges and universities

post	Ordinary teacher	Department head	subdean	dean	vice-principal
wage	200	500	1000	1500	3000

4.1.3. Seniority wage

B private colleges and universities have a single classification of basic salary, and there is no appropriate seniority wage, so the basic salary of teachers in B private colleges and universities is added to the seniority wage part. In accordance with the seniority wage standard stipulated by the state, the seniority wage of B private colleges and universities will be changed to pay when they work in the school. If you work for one year, you can give 50 years of service, and if you work for more years, you can give more, and the base is increased by 130% per year, which can play a better incentive role.

4.2. Performance pay improvement

According to the current salary structure of B private colleges and universities, some improvements have been made to performance pay, as shown below.

4.2.1. Class hour salary

Performance pay should follow the principle of "more work, more pay, focus on effectiveness" assessment, and now improve the class fee and extra class fee of teachers in B private colleges and universities whose teaching hours exceed the rated teaching amount, so as to stimulate the enthusiasm of teachers in teaching. For the class fee of teachers in B private colleges and universities, the class salary of teachers shall be improved according to the teaching situation of

teachers and the completion of the class time, and the basic class time salary shall be raised to the standard level of the basic class time salary of similar colleges and universities. At the same time, teachers who exceed the standard teaching hours per week will be paid extra class wages according to

different professional title standards for each class hour, so as to subsidize teachers who pay more labor, so as to stimulate teachers' work interest and enthusiasm, and ensure the quality of teachers' teaching goals. Details are shown in Table 6.

Table 6. Schedule of class hour wages

The title of a professional post	Teaching assistant	Lecturer	Associate professor	Professor
Class fee	20	40	70	100
Extra time fee	30	50	80	110

4.2.2. Research salary

According to the survey of the salary system of teachers in B private colleges and universities, it is found that the salary of teachers in B private colleges and universities lacks the part of scientific research salary. Teachers engaged in all kinds of research and lead students to engage in all kinds of research activities are not paid for research, which has seriously hit the enthusiasm of teachers in B private universities to engage in scientific research. [4] In the long run, this kind of salary system design is not conducive to the development of schools. The development and growth of a school cannot be separated from the progress of scientific research, and a school without scientific research will eventually stop moving forward and be subject to the present.

In order to make teachers better engaged in scientific research, we must properly adjust the number of basic class

hours, in order to better create conditions for teachers' scientific research.

4.2.3. Performance bonus

The design of the bonus is based on the actual situation of B private colleges and universities to reward those teachers who perform well. The reward is mainly in the form of money, and the specific amount is calculated according to the regulations of the school. In order to improve the salary system of B private colleges and universities, many awards have been set up for B private colleges and universities, various awards of excellence, subsidies, etc., which are all real concessions for teachers. Performance is a difficult thing to do, if you can do this well, a lot of things can be done well, so we must work hard, struggle forward, do ourselves well.

Table 7. Bonus Settings

Prize name	Bonus amount	Award standard
Research Excellence Award	30000	National teaching and research awards
	10000	Provincial teaching and scientific research awards
	5000	Departmental teaching and scientific research awards
Admissions Excellence Award	1000	In the enrollment process, outstanding performance, according to the completion of the enrollment target in proportion to the bonus amount
Team project Award	5000	If the team achieves excellent results in scientific research and teaching or makes outstanding contributions to the management development of the school, it will be awarded according to the award standards formulated by the school
Outstanding employee Award	500	In management, professional and technical positions, excellent performance, excellent assessment, to be issued
Continuous service award	1000	More than 10 years of service in the academy
Year-end bonus	indefinite	According to the financial balance of the school at the end of the year, the salary is distributed in proportion to the ability

4.3. Improvement of benefits and allowances

For the part of welfare, we will make it according to the given requirements of the school. We can consider setting more abundant salary subsidies, transportation subsidies and so on to guarantee the treatment of teachers. We can also provide transportation subsidies, meal allowances, things like that, and spend money on those kinds of things. This part of the design is very important, an excellent teacher team is composed of professional training lecturers and trainees. Due to the current level of teachers, professional quality is not very high, the level of education is also different, so in practice there will be a lot of problems, resulting in the final training effect is not very ideal, therefore, it is necessary to strengthen the ideological and moral education and systematic

knowledge and skills guidance for trainers. Enterprises need to combine the characteristics of these teachers to develop targeted courses to ensure the improvement of students' learning efficiency, which can not only save resources, but also make teachers more confident to lead students to progress and train more excellent students. High-level teachers play a very important role in improving the ability and quality of middle managers. Only training instructors with high quality and high ability, in order to cultivate excellent staff, excellent team. Therefore, schools need to pay attention to improving the level of training teachers [5]. Enterprises can organize lecturers to visit other companies, apply the learned experience to their own enterprises, take its essence to its dross, and constantly improve the training

system. We also need to understand the current compensation system to ensure that compensation develops in a more rational direction and provides more clear and reasonable requirements. Protect teachers' interests, raise teachers' salaries, and lead private colleges to a better future. Teachers, especially higher level teachers, must be given good welfare benefits, otherwise a large number of staff will be lost, the college has spent a lot of efforts to recruit teachers, if lost because of these reasons, then a lot of financial and material resources will be wasted, which will make teachers afraid to come, and will also hinder the development of the school. Therefore, we must make more reasonable design. Ensure the development of school students, to achieve reasonable compliance and legal. To guarantee the salary level of teachers is something we must do, to achieve higher quality, need to make more efforts. We need to invest more in the development of private colleges and universities, so as to be fair, just and open, do not deduct teachers' salaries, teachers' job satisfaction will be greatly increased, and finally become a big platform to guide teachers' development.

5. Conclusion

This paper mainly takes B private colleges and universities as an example. According to the relevant conclusions of salary and incentive theories, we need to specifically clarify how to use various theories to achieve school salary satisfaction and how to meet the salary demands of teachers. To make the salary system of the school normative and

incentive, we need to use a variety of measures to solve these problems. There are problems such as lack of fairness and unreasonable salary structure in B private colleges and universities. In order to change the salary status quo of B private colleges and universities, a long-term feasible salary plan must be formulated. B Private colleges and universities should start from all aspects of the salary system, strive to do a good job in each part of the arrangement, formulate a perfect salary management system, so as to improve the level and strength of the school.

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