

# Explore the University Personnel Performance Salary Management

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**Abstract:** Colleges and universities shoulder the heavy responsibility of transporting professional talents for the society, its teaching quality is directly related to the future development of the country, and the construction of teaching staff is the guarantee for colleges and universities to achieve high quality teaching. The implementation of performance salary management is a necessary measure for colleges and universities to achieve the goal of teaching reform and promote its sustainable development. The quantity and quality of teachers' labor are scientifically evaluated according to the performance evaluation method, and reasonable remuneration is given, which breaks the backward mode of "iron rice bowl" in the traditional education industry, stimulates the vitality of the education industry, and attracts a large number of high-end talents. At the same time, it promotes the improvement of the level of teachers, drives the enthusiasm of teachers, and thus improves the overall teaching quality and school-running efficiency. In order to optimize the performance appraisal system of colleges and universities and realize more scientific and reasonable salary management, this paper analyzes the current problems faced by the performance salary management of colleges and universities, and studies the improvement strategies.

**Keywords:** University personnel, Performance appraisal, Compensation system.

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## 1. Introduction

The transformation of school salary management mode has experienced a long-term process. The traditional management mode is influenced by the background of The Times. The classification of teachers is not obvious, the difference of salary level is not high, the recruitment of talents lacks effective methods, and the employment of teachers is relatively long. This situation has restricted the development of teachers. Teachers lack passion and initiative in their work. Moreover, the implementation of many systems depends on the supervision of school leaders, and the implementation effect is not ideal. With the country's strong support for the development of education, new and scientific concepts have gradually replaced the traditional backward concepts. The emergence of performance appraisal has not only brought severe tests to the work of teachers, but also invigorated the original rigid and rigid teaching atmosphere. The performance-based compensation distribution has stimulated teachers' interest in work and made the labor system fairer. It not only promotes the growth of teachers themselves, but also improves the benefit of schools. In addition, performance appraisal can clearly distinguish the quality of teachers' work, so as to eliminate the teachers who are not dedicated and have no sense of responsibility, or give corresponding punishment to urge them to improve, tap the potential of teachers' work and optimize the construction of teachers.

## 2. Problems in University Performance Management

### 2.1. There is no Systematic Job Analysis

In addition to basic teaching posts, there are also logistics, scientific research, management and other posts in colleges and universities. The working standards and norms of

different posts are different, so it is necessary to understand the responsibilities of each post through systematic post analysis. Job analysis requires systematic evaluation by collecting relevant data and information. The evaluation includes two aspects. The first is the description of related work, that is, the related activities of each post, the equipment needed to carry out the work and the requirements on the environment and other conditions are explained in written form. The second is the relevant norms of work, that is, the skills, knowledge and abilities that the personnel engaged in this position need to possess. Some positions have special requirements for the physical fitness and certain characteristics of the employees [1]. Job analysis can clearly define the job responsibilities of employees, so that performance assessment has sufficient scientific basis, but at present, personnel management in colleges and universities rarely implement job analysis, the definition of employees' job responsibilities is vague, and the standards of performance assessment are difficult to be clear.

### 2.2. The Quantitative Indicators Are Not Comprehensive

The key of performance appraisal lies in the formulation of appraisal index. In practice, the index is often quantified as the content of appraisal. However, how to quantify is an important issue, and whether it is scientific and reasonable directly affects the effectiveness of performance appraisal. However, in actual management, the quantification of performance indicators is not comprehensive. First of all, it is impossible to quantify all indicators, which require a lot of investigation and analysis. The number of posts and employees in colleges and universities is large, and the situation of each post and each employee is very different, so it is impractical and difficult to quantify all assessment indicators. Secondly, the quantification method needs to be improved. At present, the quantification of various job-related

indicators tends to be quantitative, such as dividing an original job into multiple tasks, or linking teachers' teaching achievements with class hours, etc., but the quantification of work quality is relatively small, resulting in the situation that teachers and other staff place more emphasis on quantity than quality, which is not conducive to the improvement of teaching effect [2]. Although quantitative indicators can improve the fairness of assessment, teaching and research cannot reflect their value only through quantitative quantification, and teaching effect and research results need a long and slow process to achieve, which makes the performance assessment of colleges and universities still have certain defects and need to be further improved.

### **2.3. The Evaluation Method of Students' Scoring Is Difficult to Play Its Role**

College teachers are an important part of college personnel management, but also a difficult part. There are many factors related to performance management, and some indicators are difficult to quantify, such as classroom teaching effect, teachers' attitude, students' acceptance, etc. Moreover, these indicators are precisely important aspects to evaluate a teacher's working ability. In order to make up for the shortcomings of performance appraisal, many colleges and universities improve the evaluation system by asking students to grade teachers. Theoretically, this measure should play an obvious role, but it is difficult to play its function in practice. First of all, it is because students are affected by emotions, preferences and utilitarian concepts when scoring, and it is difficult to evaluate teachers fairly and justly. Secondly, many schools only formally do this work, but whether it is really used is unknown, because the evaluation results are mostly confidential, and there is no communication with teachers and students based on the evaluation results to analyze the reasons, so this method is of little practical significance for performance appraisal.

## **3. Problems Faced in The Implementation of Performance Pay**

### **3.1. There are Technical Difficulties in The Assessment of Teachers' Labor Results**

The concept of performance appraisal is to give corresponding remuneration according to the amount of labor achievements. However, it is difficult to evaluate or measure the performance appraisal of the position of teacher through comprehensive quantitative indicators, so there are many factors related to the performance salary of teachers. Both the performance appraisal and the calculation of salary have high technical requirements. For example, the value of teachers' innovation in teaching mode and research on topics cannot be determined by the length of working hours. How much a student learns from a teacher's lectures cannot be calculated by the number of lectures the teacher gives. The teaching ability of teachers can not be reflected by the number of scientific research papers published; Therefore, the particularity of teacher post makes the implementation of performance appraisal face some difficulties.

### **3.2. Short-term Teacher Behavior**

Teaching is a step by step process, which requires long-term stable teaching behavior of teachers to ensure the normal operation of work. However, the teacher's behavior is affected by the salary situation. If the teacher's income is stable, the

teacher's behavior is usually relatively stable, and if the teacher's income is fluctuating, the teacher's behavior is often affected. Although the management of performance pay improves the overall teaching performance, it is an unstable salary system, and the monthly and annual income of teachers is uncertain due to many factors [3]. One is that college education is not yet popular in our country, and the income used for teachers' salary largely depends on the operation and enrollment of schools, and is not fixed, so it will directly affect the salary distribution of teachers. Second, the workload distribution of teaching and scientific research will change every year, and the salary ratio of assessment indicators will be different, resulting in the instability of teachers' income. The fluctuation of college teachers' income will affect the stable teaching behavior and make it form a short-term phenomenon, which is difficult to guarantee the teaching quality.

## **4. Attaching Importance to Short-Term Interests**

The performance appraisal system has its obvious advantages, such as motivating employees' motivation and initiative, reducing the difficulty of management, and enhancing the rationality of salary distribution, etc. However, the salary of university employees is paid monthly, and the assessment of performance indicators is also summarized monthly, and the assessment period is short, resulting in some university employees paying attention to the achievement of short-term goals in the process of teaching, service or scientific research. Or eager for quick success, while ignoring the long-term development of students' education, and the contribution that universities should make in the long-term development of society.

## **5. Design Principles of Performance Pay in Universities**

### **5.1. Incentive**

Incentive is a kind of reward set by combining the development goals of the school and the needs of the staff, including material reward, honorary title reward, etc. There are many forms of reward to stimulate the enthusiasm of the staff, meet the needs of the staff and achieve the purpose of school development. As a key role in the personnel structure of colleges and universities, the school should strengthen its incentive nature when establishing the performance-based salary system, focusing on the performance appraisal and reward of the staff, combining the salary system, and calculating the salary of the teacher according to the performance of the teacher and his team, so as to combine the needs of the teacher, the school's goals and the motivation to promote the work. It is not only necessary to set an incentive system for the current work of teachers, but also to pay attention to the development of teachers, such as promotion, retirement and other incentives, so that the interests of schools and teachers can be integrated.

### **5.2. Fairness**

The establishment of performance salary is to break the unfair factors in the original system, but the scientificity and rationality of performance management still need to be carefully grasped and set through a large number of analysis and research, so as to ensure the fairness and justice of salary.

According to the survey, the fairness of salary is the most concerned by employees, and it is also an important basis for employees to judge whether they have developed in school. The performance standard determines the salary level, and the salary level is an important factor to consider when talents choose universities, and its fairness is the guarantee of retaining talents. Objective and fair performance standards can clearly reflect the work situation of the faculty and staff, and reasonably determine the salary, win the trust of the staff and increase their confidence in realizing their self-value.

### 5.3. Strategic

Performance pay serves the development goals of colleges and universities. Colleges and universities should use performance management to achieve school-running benefits and pass on core values. In actual application, the performance pay system should combine the development strategy of colleges and universities, and decompose the school-running goal into various posts, such as teaching posts, management posts, logistics posts, etc. Performance pay is corresponding to performance indicators, work goals, salary standards, etc., and is determined according to the final performance achievement [4]. Through this wage distribution system to regulate the behavior of employees, employees and schools to become a community of interests and form a win-win situation.

### 5.4. Operability

Whether the performance pay system can be recognized by employees will directly affect the implementation effect. First of all, the content should be simple and easy to understand. Employees can understand the reasons for the establishment of the system, and understand the links between various indicators and levels, which is conducive to the implementation and promotion of the system. Secondly, the construction of its system should be combined with scientific evaluation mechanism, such as in addition to the number of hours, the number of published papers, the number of research projects and other quantitative indicators, but also combined with the classroom teaching effect, paper value, project impact and other non-quantitative indicators. At the same time, the formulation of performance pay should be based on the local economic situation, comply with the relevant legal system, and conform to the cultural concept of colleges and universities, as well as the scale and financial situation of colleges and universities.

Fourth, optimize the performance salary management strategy

#### (1) Raise salary levels

Compared with the salary level of the same degree in other industries, the salary level of college teachers is in the lower middle, and it is difficult to attract high-end talents. Teachers shoulder the heavy responsibility of cultivating social talents, and have a large amount of labor, which requires practitioners to have strong patience and sense of responsibility, etc. Improving the salary level of teachers can strengthen the attraction of talents, establish a high-quality team of teachers, so as to enhance the teaching and scientific research level of the school, transport high-quality talents for the society, and improve the competitiveness of the school. It is very necessary to analyze the long-term investment return [5]. First, the salary of teachers should be equal to or higher than the average income level of other industries in the talent market, so as to enhance the sense of value of teachers and improve

the competitiveness of teachers' positions. Secondly, establish a reasonable assessment mechanism, reward excellent teachers, eliminate unqualified personnel, and promote the continuous improvement of teacher structure.

#### (2) Improving the compensation system

The implementation of performance pay is to stimulate teachers' work enthusiasm and improve their work efficiency through the increase of income gap, so as to promote the realization of school running goals. However, too large salary gap is not conducive to the stability and harmony among university employees, while too small a gap will affect the play of incentive role, so the performance salary system needs to be fair and perfect. At present, the salary structure of university teachers includes rank salary, post salary, academic allowance and performance salary, etc., and its structure and proportion are not reasonable. It is necessary to increase the proportion of performance salary, improve its system, refine its internal structure and realize various forms of salary adjustment, so as to optimize the management of teachers.

#### (3) Optimize the performance appraisal system

The most critical and complex part of performance pay is the establishment of performance appraisal system, which involves a wide range and many processes, and needs to consider individual differences and combine quantitative and qualitative. First of all, the content of assessment should not only be limited to professional ability, but also should be combined with teachers' working attitude, the relationship with colleagues and students' evaluation of teachers. Secondly, the assessment methods can be divided into two types: qualitative including teachers' interpersonal relationship and work attitude, and quantitative including teachers' academic level, teaching time, number of papers and students' achievements. The system of reassessment should be combined with post responsibilities, staff ranks, disciplinary characteristics, staff personalities, etc., in order to achieve a comprehensive and comprehensive assessment of staff.

#### (4) Other forms of incentive

Monetized salary is a basic mechanism to motivate employees in colleges and universities, and an important driving force to attract talents and promote the construction of teachers. However, the assessment of teachers is a complicated work, and the monetary salary system is not enough to fully meet the needs of teachers. For all teachers, education is their job, but for an excellent teacher, education is more of a passion career, and the monetization of salary can make teachers obtain material satisfaction, but lack of spiritual encouragement. Colleges and universities can provide excellent teachers with opportunities for further study, give travel, vacation and other benefits, and award honorary titles to encourage excellent teachers to make contributions, so that teachers feel engaged in the education industry from the heart is a glory, enhance their sense of responsibility.

## 6. Concluding Remarks

Personnel performance salary management in colleges and universities is an important means to achieve the development goals of colleges and universities. In performance appraisal, it is necessary to build a scientific and comprehensive system, adopt a reasonable assessment method, pay attention to not only quantitative indicators but also non-quantitative indicators in salary formulation, so as to enhance the initiative, responsibility and sense of honor of college and university employees, and combine the interests of employees with the interests of the university. Common progress, development

and win-win situation.

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