

Research on Improving the Effectiveness of Human Resource Management in Universities in Underdeveloped Areas

-- Taking YOUJIANG MEDICAL UNIVERSITY FOR NATIONALITIES as an Example

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Abstract: The current competition between colleges and universities is actually the competition between talents. At present, there are some problems in the management of talent resources in Colleges and universities in underdeveloped areas, such as the difficulty of talent introduction, the low level of talent education, and the inability to retain talents. This article explore ways to establish a new concept of human resource management, school human resource management service school strategic planning, reform the evaluation and incentive mechanism of human resources, pay attention to teachers' career management, provide multi-level teacher training, and improve the efficiency of human resource management in Colleges and universities in underdeveloped areas.

Keywords: Less-developed regions, Colleges and Universities, Efficiency of human resource management.

1. Foreword

With the continuous improvement of China's comprehensive economic strength, China's higher education has been developing through decades of reform and opening up, and the strength of software and hardware is also improving. However, we should also be sober to see that the development level gap between colleges and universities in different regions is relatively obvious. At present, the competition in Colleges and universities is more about talent competition, and talent competition is mainly reflected in the efficiency of human resources. There is a big gap between the efficiency of human resources in Colleges and universities in economically underdeveloped areas and those in developed areas. Research on how to improve the efficiency of human resource management in Colleges and universities in economically underdeveloped areas is of great significance to improve the level of running colleges and universities in underdeveloped areas and improve the quality of talent training.

2. Case Background

Youjiang Medical College for nationalities was founded in 1958 and is located in Baise City, Guangxi Province. In 1978, the University began to recruit undergraduate students, and in 2013, it began to recruit graduate students. At present, the school has undergraduate, junior college, graduate, international students, adult education, etc., forming a multi-level and multi type school running pattern. The school has 15199 full-time students, including 11002 undergraduates and 2881 vocational college students. The school has 934 full-time teachers, including 481 people with senior professional and technical positions.

3. Analysis of School Human Resource Management

3.1 Talent introduction is difficult. Because the school is located in Baise, Guangxi, which is a relatively backward place in economy and weak in talent attraction, many excellent teachers are unwilling to come to the school for development.

3.2 The educational level is low. At present, there are relatively few teachers with doctoral degrees in the University, and there is still a big gap from the requirements of renaming the University and applying for doctoral degree authorization units.

3.3 Talents trained by the school cannot be retained. In recent years, in order to improve the academic level of teachers, the school has issued many incentive policies. Many teachers go to study for doctors with pay, but after graduation, they resign and work in Colleges and universities in developed regions.

4. Analysis on the Causes of Human Resource Management Problems in Schools

4.1 Backward economic environment and ideas. In China, the economy of Guangxi is relatively backward compared with other provinces, and Baise is a relatively backward city in Guangxi, with a relatively poor economic foundation. In economically developed areas, the income is relatively high, the social supporting facilities are relatively perfect, the working environment for talents in Colleges and universities is relatively diverse, and their ideas are relatively active. These advantages have led to the flow of college talents from the western region to the eastern region.

4.2 Talent management is relatively rigid. In less developed areas, due to the relatively backward concept, the school

personnel management mechanism is relatively traditional, and the talent management still stays in the matter centered management. They are not familiar with the characteristics and professional expertise of different talents, which is more reflected in the employment. There are not enough thoughts and measures on how to cultivate talents, stabilize talents and attract talents.

4.3 The talent incentive mechanism is not perfect. In order to improve teachers' work enthusiasm, the school has reformed the performance-based pay mechanism, but at present, the effect of performance incentive is not very ideal. First, the economic income gap is large. A few teachers with strong scientific research ability in the school have high scientific research awards every year. However, teachers who usually pay more attention to teaching and educating people, due to insufficient investment in scientific research, less scientific research achievements, and relatively low salary, have affected teachers' enthusiasm to a certain extent. Second, training is not paid enough attention. As the university is an ordinary undergraduate college, the annual government allocated less funds for running the school than key universities, less funds for teacher training, and less opportunities for teachers to learn. Third, job burnout increased and job satisfaction decreased. The school still focuses on scientific research in the evaluation of professional titles, and the pressure of teachers' scientific research is large, which leads to the increasing sense of job burnout and the decline of job satisfaction.

5. Measures to Improve the Efficiency of School Human Resource Management

Human resources in Colleges and universities have unique characteristics different from human resources in other industries: firstly, it is reflected in the scarcity of talents. College teachers are generally highly educated, and their work also has a certain technical content. They can't be replaced casually. Especially in the new round of college reform, colleges and universities are scrambling for doctors. Secondly, the value of human resources has certain complexity. College teachers are knowledge intensive occupations, and their labor produces higher economic and social value than ordinary labor, which has higher requirements for the comprehensive ability and quality of practitioners. Thirdly, college teachers pay more attention to the realization of personal self-worth and the improvement of social status. Finally, college teachers have greater autonomy in their work choices. The characteristics of university faculty members themselves have high industry competitiveness. Therefore, they usually have obvious mobility. According to the characteristics of college teachers, in order to improve the efficiency of human resources in Colleges and universities, efforts can be made from the following aspects:

5.1. Establish A New Concept of Human Resource Management

Change the traditional concept of human resource management, and truly implement the "people-oriented" into the actual work. When the school carries out human resource management, it really thinks about what teachers think, meets teachers' needs, and provides a good development environment for teachers' development. In addition, we should pay attention to providing personalized services in

terms of professional knowledge, teaching skills, scientific research skills, etc¹. according to the working characteristics of teachers in different majors and positions, and give more guidance and care to their career planning. Play the role of peers, and the older generation of teachers should strengthen the training and guidance of new teachers.

5.2. Strategic Planning of Human Resource Management Service School

When carrying out human resource planning, the school should make a plan for talent introduction and training based on the short-term and long-term development goals of the school. Schools should strengthen the introduction of foreign talents, because this can quickly solve the problem of school person time shortage²; In addition, in combination with the actual situation of the school, we should increase the promotion of the professional titles and academic qualifications of existing talents and improve the strength of internal training. At present, the "112369130" talent project implemented by the school selects nearly 200 excellent teachers to go abroad for doctoral and further study visits, which is a concrete manifestation of strengthening internal training. The reason why the university wants to make such great efforts to train doctors is also to serve the development goal of renaming the University and applying for doctor authorization units.

5.3. Reform the Evaluation and Incentive Mechanism of Human Resources

Performance appraisal is an important part of human resource management. A reasonable and effective performance appraisal mechanism can maximize the vitality of college teachers and create better work performance. To establish and improve the evaluation mechanism of human resources of university teachers, we need to start from the following aspects: first, do a good job in the top-level design of performance evaluation. Before carrying out the reform of performance pay, we should do a good job in school investigation. The school has many departments, involves many posts, and the nature of post work is also different. Before designing the specific provisions of performance appraisal, it is necessary to do a good job of investigation, fully grasp the reality, understand the demands of teachers and workers, in order to formulate reasonable and reasonable performance appraisal standards. Secondly, establish a scientific and reasonable professional title evaluation mechanism³. According to the working characteristics of different posts, change the single evaluation mechanism of only academic qualifications, only diplomas and only papers, and set up different professional title evaluation mechanisms according to different posts. Thirdly, reform the school distribution incentive mechanism. Distribution should give consideration to fairness and efficiency. Teachers in teaching and scientific research posts take scientific research achievements as the main evaluation standard; Teachers in administrative teaching posts take actual work performance as the evaluation standard. In addition, pay attention to the diversification of reward means, combine the characteristics of college teachers, and formulate the reward method of travel alienation on the basis of understanding the actual needs of different teachers and on the basis of practical feasibility.

5.4. Attach Importance to Teachers' Career Management

The career management of teachers is helpful to stabilize the school teachers. First, the school helps teachers fully understand themselves, their professional interests, individual potential, etc; Secondly, teachers should understand the development goals of the school in different periods, and combine personal career development goals with the development goals of the school. The school personnel management department provides teachers with a platform for career development⁴. Finally, help teachers analyze and summarize the achievement of goals, and adjust career development plans according to the new situation. Give full play to the guidance of old teachers and professors on the career development planning of young teachers, so that young teachers can clarify the career development direction as soon as possible and avoid detours. At the same time, it can also improve the sense of belonging of young teachers and improve the stability of the teaching team.

5.5. Provide Multi-Level Teacher Training

Timely and appropriate participation in training is of great help to improve teachers' professional ability. Whether in scientific research, teaching ability, administrative ability and other aspects, training is an important way to promote the rapid growth of teachers. Therefore, schools should pay attention to the training of teachers⁵. The training should be

carried out in a planned way to improve the training efficiency. At the same time, the training should be targeted, and different contents should be arranged for different types of teachers. In addition, the training should pay attention to summary and improvement, and constantly improve the effect of training.

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