

Research on the Current Situation and Improvement of Teacher Salary Management in Private Universities in China

-- Take Anhui Xinhua University as an Example

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Abstract

The new era, new ideas, new opportunities, in the rapid development of the era of Internet technology, education of our country social and economic sustainable rapid development plays a key role, vigorously support higher education, private colleges in China seize the opportunity of high-speed development, become an important force in the cause of higher education in China, for China's social and economic development has trained many high-quality talents. In recent years, the competition between colleges and universities is increasingly intensified, which makes having excellent teachers and teaching management talents become an important factor for many colleges and universities to enhance their competitiveness. For them, how to enhance the attraction and cohesion of colleges and universities to excellent teachers, in order to attract, retain and motivate talents. Promoting the stability of teaching and management personnel has become an important measure for the sustainable development of universities in the future. Especially for private colleges and universities, after the reform and opening up, private colleges and universities have gradually developed, and the problem of teacher salary management is becoming increasingly important. Under this development background, many problems appear in the teacher salary management of private colleges and universities in China, which affects the stability of the teaching staff and reduces the comprehensive competitiveness of private colleges and universities.

Keywords

Salary Management; Private Colleges; Improvement Suggestions.

1. Introduction

In this era of knowledge economy, education become countries pay more attention to the development strategy, the development of education in many development strategy, especially higher education, undertake the important mission to the society, in recent years, the competition between colleges and universities, also has excellent teachers and teaching management talents become the important factor of many colleges and universities, for its, how to improve the attraction of excellent teachers and cohesion, in order to attract talents, retain talents and motivate talents. Promoting the stability of teaching and management personnel has become an important measure for the sustainable development of colleges and universities in the future. Private colleges and universities in China should raise their awareness and pay attention to strengthening the construction of this aspect. After the reform and opening up, the private colleges and universities have developed rapidly, especially with the implementation of the Law of the People's Republic of China on the Promotion of Private Education and its regulations, the private higher education in China has made great progress and gradually become an important force in the cause of higher education in China.[1]With the gradual development of private colleges and universities, the management of their teachers' salary is

becoming increasingly important. Teachers' salary is the recognition of the school's labor, the guarantee of teachers' career development, and the key to improve the core competitiveness of the school. To improve the salary level of teachers is the key to improve the comprehensive strength of private colleges and universities. Even if there is a certain gap between colleges and universities in developed countries and public universities in China, we should find out our own salary management problems, design a reasonable salary structure, improve the existing teacher management and treatment system, and form a team of teachers with more core competitiveness.

2. Survey and Analysis of Teachers' Salary Management Satisfaction in Anhui Xinhua University

2.1. Design, Distribution, and Recovery of the Questionnaires

2.1.1. Design of the Questionnaire

The questionnaire designed in this survey is divided into two contents. The first is the collection of basic personal information of the respondents. Through the collection of personal information, we can understand the category of the respondents and grasp the distribution of the sample of the questionnaire more accurately. The second is to design some specific problems related to salary, including salary structure, salary level, performance appraisal, incentive and other aspects. In the form of multiple-choice questions, the purpose is to investigate the understanding and satisfaction of college teachers on the salary management problems. The questionnaire is reasonable and effective, meets the basic conditions of the questionnaire, and is conducive to the statistical analysis of the survey data.

2.1.2. Distribution and Recovery of Questionnaires

The survey included teachers at Anhui Xinhua University, including those who hold administrative positions but are also on the teaching line. A total of 40 questionnaires were submitted and distributed on the Internet, and 40 were recovered, with a recovery rate of 100%, which met the requirements of the questionnaire.

2.2. Statistics and Analysis of the Questionnaire Survey Results

Through the statistics and induction of the survey results of teacher salary management satisfaction in Anhui Xinhua University, we draw the following preliminary conclusions and make a simple analysis.

2.2.1. Salary Level and Salary Satisfaction of the Respondents

Table 1. Survey form of monthly income of teachers in Anhui Xinhua College

monthly income	percentage
RMB 2,500- -RMB 3,500 yuan	12.5%
RMB 3,501- -RMB 5,000 yuan	42.5%
5,001- -7,000 yuan	30%
Continuation table	
monthly income	percentage
More than RMB 7,000 yuan	15%

According to the survey data, 12.5% of teachers have monthly income range of 2500-3500 yuan, 42.5% of teachers have monthly income range of 3501-5000 yuan, 30% of teachers have monthly salary of 5001-7000 yuan, only 15% of teachers have more than 7000 yuan. Table 1. Among all the respondents, 7% of the samples were satisfied with their current salary, 5% of the total sample, satisfied for 32.5% of the total sample, dissatisfied for 40% of the total sample, and dissatisfied for 15% of the total sample. Want to see Table 2. Therefore, 55% of teachers

are not satisfied with their current salaries. The survey also found that 90 percent of the teachers had worked for less than two years. Moreover, compared with the teachers with the same professional title in other schools, 57.5% of the teachers are not satisfied with their current salary level. Low level of income, short working years of teachers, weak competitiveness compared with similar institutions are prominent.

Table 2. Teacher salary satisfaction questionnaire of Anhui Xinhua University

degree of satisfaction	percentage
to feel quite pleased	7%.5
satisfied	5%
same as	32.5%
discontent	40%
far from grunted	15%

2.2.2. Satisfaction Survey of the Performance Appraisal Work

In the survey on the satisfaction of school performance appraisal, it was found that 5% of teachers were satisfied, 10% were satisfied, 27.5% thought they were generally passable, 47.5% were dissatisfied, and 10% said they were dissatisfied, see Table 3. To sum up, a total of 57.5% of the teachers are not satisfied with the current assessment work and hope to be improved.

Table 3. Satisfaction Survey Form of Performance Evaluation of Anhui Xinhua College

degree of satisfaction	percentage
to feel quite pleased	5%
More satisfied	10%
Generally pass	27.5%
Not satisfied	47.5%
far from grunted	10%

2.2.3. Satisfaction Survey on the Salary Structure

Table 4. Teachers' satisfaction with salary structure of Anhui Xinhua University

degree of satisfaction	percentage
Very satisfied	2.5%
be basically satisfied	22.5%
Not very satisfied	62.5%
Very dissatisfied	12.5%

Table 5. Satisfaction questionnaire of teachers on post allowance of Anhui Xinhua University

degree of satisfaction	percentage
to feel quite pleased	2.5%
satisfied	7.5%
same as	40%
discontent	45%
Very dissatisfied	5%

According to the analysis of the questionnaire survey results, in Table 4, very satisfied with the salary structure account for 2% of the total sample, basically satisfied with 22.5% of the total sample, not satisfied for 62.5% of the total sample, very dissatisfied for 12.5% of the total sample. In summary, it shows that 75% of the teachers are not satisfied with the salary structure. The survey also found that 70 percent of teachers who thought their pay was not

commensurate with their positions. In the satisfaction survey of post allowance, 2% of teachers were satisfied, 7% were satisfied, 40% thought they were normal, 45% were not satisfied, and 5% were very dissatisfied with them. See Table 5-6.

Table 6. The satisfaction questionnaire of Anhui Xinhua University teachers on the basic salary

degree of satisfaction	percentage
to feel quite pleased	2.5%
satisfied	10%
same as	30%
discontent	45%
Very dissatisfied	12.5%

To sum up, the teachers in Anhui Xinhua University are not very satisfied with the post salary and basic salary. Most people think that it needs to be improved, and the unreasonable salary structure needs to be solved in time to prevent the teaching work of teachers, which is not conducive to the development of the school.

2.3. Interview Survey and Analysis

In addition to use the questionnaire, the author also in the form of network chat individual interviewed several teachers, ask teachers own basic situation and salary related problems, including the school salary system satisfaction, teacher expectations, to the school salary advice, get more information, improve the quality of data, make the research more scientific and reasonable.

3. There are Problems in Teacher Salary Management in Anhui Xinhua University

3.1. Overall Salary Level is Low

Teachers are the key to the sustainable development of private colleges and universities. How to attract, retain and motivate teachers is an important measure of whether the salary management system is reasonable, and the guarantee of teachers' income level is the core of the salary system of colleges and universities. Through the Internet data, I know that the average monthly salary of Anhui Xinhua University is 3625 yuan, 40% lower than that of similar universities. Among the teachers, 80% of the monthly income range is 4000-7000 yuan, and the overall income level is low. In addition, in the salary satisfaction survey of university teachers, compared with the staff with the same professional title in other schools, more people are less satisfied with their salary level.

Compared with that of public universities, the salary level of teachers is significantly lower. Due to different systems and insufficient funds, the salary level of teachers in private universities is far lower than that of public universities. In the recruitment of teachers in Shenzhen University, the annual salary of ordinary teachers is 150,000-200,000 yuan; official statistics of Anhui Education: the average monthly salary of 80% of teachers in provincial public universities is above 8,000 yuan.

3.2. Unreasonable Salary Structure

It can be seen from the above that the salary structure of the school mainly consists of basic salary, post salary, class fee and seniority salary. The basic salary is divided according to the academic qualifications, but the overall gap is not big. The post salary occupies a high proportion in the wage structure, which is paid by the position and the work content, but the

specific standards are not clear, only when the "one price" salary is indicated when the labor contract is signed, which does not have a great incentive effect for many teachers.[2]From the point of view of the problem of excess class hours, the school monthly standard class hours is 48 hours, according to the school class hours arrangement, the class hour is large, the teacher can only complete the basic class hours, excess class hours is less, so the excess class fee payment incentive means is as empty. The compensation structure needs to be improved.

3.3. The Performance Appraisal System is Imperfect

The performance appraisal of Anhui Xinhua University is divided into two parts: assessment of educational administration department and teacher mutual evaluation and scoring. The two parts are filled in the form at the end of the semester, and then the statistical results are summarized, and rewards and punishments are given according to the results. In this assessment process, there is no relative standard and serious process. So that teachers only pay attention to the completion of the amount of hours, and even some teachers hold the mentality of completing the amount of hours on time. The assessment department pays less attention to the improvement of teaching and scientific research technology, teaching content and methods, and students 'feedback to teachers' teaching. In addition, teachers in the mutual evaluation link more feelings and relationships. Therefore, the assessment system is completely unable to truly assess the differences between teachers in work, ability and behavior. The assessment process and assessment results are mixed with many subjective arbitrariness and inaccuracy, and the performance evaluation cannot produce incentive for teachers. Performance appraisal is closely related to the salary, and the imperfection of the performance appraisal system will directly affect the shortcomings of the salary management system.

4. Anhui Xinhua University Teacher Salary Management Improvement Strategy

4.1. Improve the Salary Level of School Teachers

Combined with the analysis results of the salary situation of Anhui Xinhua University, the low salary level is a prominent problem, and it will be an important task to improve the salary level of the university. To improve the salary level of teachers, it should be combined with the characteristics of teachers in the school, the comprehensive level of similar universities and the level of the surrounding talent market.

First of all, we should make the overall positioning of the salary level and set the salary standard suitable for the school scientifically. Due to the influence of the professional characteristics of teachers in private colleges and universities (unstable, no establishment, uncertain risk, etc.). The salary level of teachers formulated by private colleges and universities should be more attractive than that of public colleges and universities. Among similar colleges, the average salary level of Anhui Xinhua University should reach their average level.

Secondly, the salary level should be adjusted. The following five aspects can be adjusted from:

① Adjust the salary level according to the performance appraisal.② Adjust the salary level according to seniority.③ Adjust the salary level according to the difference of the position.④ Improve the year-end welfare level.⑤ Improve the purchase level of five social insurance and one housing fund.

4.2. Establish a Fairer and More Competitive Compensation Structure

Fairness is everywhere, and it is the most basic and primary in the compensation system. In the salary system, there are mainly three aspects: external fairness, internal fairness and individual fairness. External fairness mainly means that the salary level should be relatively equal with that of other similar private colleges and universities, so as to narrow the comparative gap

among teachers in private colleges and universities. Internal equity refers to the equity among teachers with different professional titles, academic qualifications and teaching age within the school. Personal fairness means that teachers' personal income should increase year by year to meet teachers' psychological expectations, so as to obtain a sense of balance. The school should go through the investigation and analysis and other work, and formulate the teacher salary structure, salary and welfare in the same region and the same requirements of the same position in the same industry.[3].

The unreasonable salary structure brings great negative effect to the salary management system of colleges and universities, which is not conducive to the construction of faculty and faculty of Anhui Xinhua University, and has the problems of poor attraction to highly educated and high-level excellent teachers and low teaching enthusiasm. Constructing a scientific, effective, fair and reasonable salary structure is an important task for schools to solve as soon as possible. To solve this problem, we should not only draw lessons from the successful experience of public or private colleges and universities at home and abroad, but also adjust the salary system with overall stability and local flexibility in combination with our own reality. The improvement of teacher salary structure in Anhui Xinhua University can be improved from two aspects:

First, we can design a fixed teacher salary structure = basic salary + post salary + super class hours + seniority salary + performance, on this basis, improve the teacher's basic salary level, clear post salary content, increase performance salary and work experience subsidies and other ways to improve the salary structure. The increase of basic salary level can investigate the basic salary level of similar colleges or local colleges. The questionnaire points out that the basic salary level of our school is lower than that of the same position in similar colleges, so raising the basic salary level of teachers in our school will greatly improve the salary problem. Clear post salary, Anhui Xinhua University teacher title from high to low can be divided into professor-associate professor-lecturer-teaching assistant. Teachers with different professional titles undertake different jobs, but the salary is the same, so the workload and difficulty of work undertaken by teachers with different professional titles can be included in the salary structure, according to the qualifications and workload, the difference between teachers can be increased, and the salary structure within different professional titles can be adjusted.[4] Increase performance pay, design performance pay to meet the different needs of teachers according to their different abilities and needs, and encourage teachers to actively and seriously teach or participate in various school activities. Improve the satisfaction of teachers' diverse needs.

Second, the broadband pay concept can be introduced. The biggest characteristic of broadband salary is that it breaks the relatively strict hierarchy maintained by the traditional salary structure. Under the traditional salary structure, the increase of employee salary depends on the status of employees in the enterprise, but it has nothing to do with their own ability. In the broadband salary structure, employees can get a higher salary as long as they focus on the improvement of their abilities and technology. To implement the broadband salary structure, Anhui Xinhua University needs to pay more attention to the personal performance of teachers (the improvement of personal ability is different), and the level of teachers' salary is related to performance.[5] It can effectively solve some unreasonable problems in the teacher salary structure of Anhui Xinhua University. Therefore, the establishment of a more fair, just and more competitive salary system is conducive to the school to greatly improve the shortage of teachers' salary management system.

4.3. Set up a Scientific Performance Appraisal Mechanism

Known as two important parts of the HR module, compensation and performance, interact and complement each other. Scientific salary management cannot be separated from a reasonable performance appraisal mechanism. If Anhui Xinhua College achieves satisfactory results in

teacher salary management, the relevant departments of the university must formulate a scientific performance appraisal plan. Through the questionnaire, we know that Anhui Xinhua University has a certain performance appraisal system, but it is not perfect, the assessment method is unreasonable, and teachers' satisfaction with the performance appraisal work is low. Therefore, the college should set up professional performance appraisal departments, clarify the performance appraisal indicators, and determine the performance appraisal process. And in the implementation of the performance assessment, the process is fair and the results are true and effective, and the assessment results are timely published and feedback.

5. Conclusion

The salary management of teachers in private colleges and universities has always been a hot topic, which is both complicated and important. Especially in recent years, China has comprehensively deepened the reform, in this context, higher education ushered in a new normal, China's private universities will also usher in a new stage of development, of course, the competition is becoming increasingly fierce. Private higher education itself started relatively late, and the process of formulating and improving the salary management system for teachers in private colleges and universities is not comprehensive, and many private colleges and universities are faced with problems such as brain drain and lack of teachers. Therefore, China's private colleges and universities need to seize the opportunity in the new development period, constantly improve their own teacher salary management problems, improve competitiveness, and achieve higher development goals.

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