

Research on Private College Teachers' Incentive Mechanism in View of Potter - Lawler Model: Taking Shandong Province as an Example

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Abstract

private college teachers have characteristics of instability, low level and creativity, etc. Applying Potter Lawler comprehensive incentive model to analyze private college teachers' incentive mechanism and combing the private colleges' own situation in Shandong province, propose the construction of reasonable and effective incentive mechanism, and promote the development of University teachers.

Key words: Comprehensive incentive model; Shandong; Private college

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INTRODUCTION

Private college in China has experienced more than 20 years of development. At present, various data show that China private higher education is booming, and has become an important part of China higher educational business. In recent years, the private colleges gradually shifting the focus on the issues to improve the quality of teaching, enhance the image of the school and strengthen the social acceptance. Private colleges have improved a lot in the scale of running a school and the hardware facilities. However, as a result of the management system and the traditional ideas, the stability and initiative of teachers have been the major problems which private colleges faced.

Since founding a state, Shandong province education has been gradually from weak province changed into a large educational province, now is striding forward towards the goal of a strong educational province. In Shandong 124 colleges, there are 24 private colleges, from which we can see that private higher education occupies a great proportion of higher education. Shandong province private colleges have issued measures to improve teachers' initiative and stability, but have little effect. Establishing a thorough incentive mechanism to better promote the healthy development of private colleges' teachers become the major problem which management is faced.

1. ANALYSIS OF PRIVATE COLLEGES TEACHERS' CHARACTERISTICS

Teachers are the main participants of the school teaching work, determines the quality of teaching. Teaching quality is the lifeline of the school development, therefore, teachers influence and determine the college's future and destiny. For the private higher school, the quality of teaching is the lifeline of school survival and development, the key to improve the quality of teaching is to build a stable, reasonable structure and high level teachers.

Teachers of Shandong province private colleges consists of four components: First, the retired old teachers from the frontline of public colleges teaching; Second, the university graduates for the community to recruit; Third, the in-service staff and part-time teachers of public colleges or enterprises and institutions; Fourth, the graduate students in reading. This kind of constitute of teachers lead to teachers' great mobility, relative instability and insufficient initiative.

The retired old teachers from the frontline of public colleges teaching for age and physical limitations, the working cycle is short and unstable. The university

graduates for the community to recruit is low level and whom only have the theory without practical experience of teaching, and most of them only to regard the school which they worked in as a practice unit and due to various factors to leave the school at any time. The in-service staff, part-time teachers of public colleges or enterprises and institutions and the graduate students in reading lack of master consciousness and lack of enthusiasm, initiative and creativity in job. In addition to, the relationship between private colleges full-time teachers and colleges is the contract system, and they lack a sense of security and stability, so most of the teachers have this state of mind 'A monk cares nothing but tolling a bell each day as it comes', not have the mental state to count the school as their home to make efforts.

2. THE SIGNIFICANCE OF PRIVATE COLLEGE TO ESTABLISH A SET OF PERFECT INCENTIVE MECHANISM

A reasonable structure, stable teacher troop is the mainstay, health, stability, sustainable development of private higher school. Establish a set of perfect incentive mechanism, and strive to build a stable, reasonable structure of non-governmental higher school teachers, has the following significance.

2.1 It Can Enhance Private High School Teaching Quality

The teacher is the soul of the school, and the stability of the private higher school teachers to ensure the normal operation of teaching order, maintain regular teaching assessment, the implementation of professional construction work, carry out reform of the course structure and content, which is in favor of cultivating students, professional quality high. Rational structure of the teaching staff can fully in the teaching, scientific research work. Research and practice of teaching, through work, explore the regularity for teaching their own school, and develop a teaching plan of this school, and finally improve the quality of teaching in private colleges.

2.2 It Can Enhance the Market Competitiveness of Private Higher School

With the popularization of higher education and higher education institutions to enter China's higher education market, different levels of national, types, colleges to compete, private colleges and in the fierce competition in the survival, development, it is necessary to improve their teaching quality, creating their own brands, and enhance the quality of teaching, to obtain brand advantage. The building of the contingent of teachers play a decisive role. Therefore, in the higher education market in China today, establish a set of perfect incentive mechanism, create a stable, reasonable structure of non-governmental higher school teachers, to enhance the market competitiveness of

private higher school.

2.3 It Can the Pace of the Construction of Socialist Harmonious Society

Establish a set of perfect incentive mechanism, create a stable, reasonable structure of the teachers in the private universities, private higher schools is conducive to attract more students, to win the respect and trust, so as to enhance the market competitiveness of private higher school, then get healthy, steady, sustainable development. While the private higher school's growth and development, to meet the majority of young students wish to receive higher education, ease the contradiction between the supply and demand imbalance of higher education, the construction of socialist development from some obstacles on the road, so we can say, to establish a set of perfect incentive mechanism, build a stable, reasonable structure and high level of Civilian-run Colleges teachers will promote the building of a harmonious socialist society.

3. COMPREHENSIVE MOTIVATION MODEL ANALYSIS

The teacher's motivation is the emphasis and difficulty of management in Colleges. At present, private universities exist incentive mechanism, incentive measures ineffective, and the imbalance of poor incentive effect phenomena in teacher management. Investigate its reason, does mainly some college administrators simply understand perplexing incentive activities, the lack of comprehensive incentive theory as a guide, single means of encouragement. In the incentive subject, heavy "objective incentive", "light teachers subjective incentive; incentive" point of view, heavy work result, light process, incentive content, external factors, internal factors of light. For us to do some research on Potter Lawler's incentive model, can improve the effectiveness of incentive. Some of the model of motivation, school administrators have been fully aware of, and have been implemented, such as emphasizing the material reward and spiritual incentive combination, attention to improving teachers' work environment and conditions, reasonable assessment of work performance.

Comprehensive incentive model is the United States of America behavioral scientists Edward Lawler and Lehmann Potter in "management attitude and achievement" in one book put forward a very influential theory of motivation.

Potter - Lawler's incentive model

Comprehensive motivation model specific content is: a person in making the results, will get two reward. One is the extrinsic reward, namely salary, position, status and other awards. Because of the salary, position, status and other reward was influenced by many factors, is not entirely depend on the individual achievement. Another kind of reward intrinsic reward, is a person because of

his work and to give their feeling of good reward, such as strong sense of social responsibility, the ability of self affirmation and the master consciousness and so on, it is with high levels of need satisfaction, and job performance is directly related to the. Also can see from inside the model only intrinsic rewards and extrinsic rewards, not necessarily satisfied, a sense of fairness also affects satisfaction.

Synthetic incentive theory tells us set up incentive purpose, provided incentives, cannot obtain the ideal effect, the employees are satisfied. On the content and process of incentive factors, from the incentive to job performance among three factors are most important. (1) capacity. The ability of a person to the task can be completed successfully plays a great role, therefore, as the management must be bole, different types of talents on the most suitable post placement, if the wrong job, not only cause a waste of talent, but also directly affect the working effect.(2) work environment. From the talent, to play to create a good working environment, equipped with necessary working conditions.(3) the role of cognition. In order to allow workers to make outstanding achievements, as a manager must help workers to fully understand their role, position and task on his specific requirements, so that workers can fully grasp their own role.

4. USE COMPREHENSIVE INCENTIVE MODEL UNDER THE MANAGEMENT OF PRIVATE COLLEGES IN SHANDONG

Motivation and effort and performance and reward to meet and satisfy more efforts from such a virtuous cycle, depending on the incentive mode settings, management level, appraisal justice, leadership and personal satisfaction and other comprehensive factors. Therefore, private colleges in order to achieve a goal, rely on the leadership and the vast majority of the joint efforts of teachers. To run a school it is necessary to take effective incentive method. Only in this way can we more effectively incentive knowledge employee, to give full scope to the talents, people do their bit. Below we discuss Shandong universities are incentive.

4.1 Incentive Compensation

Incentive compensation whether public or private, college, will adopt incentive way, is also the most direct the simplest way of incentive. Shandong private colleges to take scientific research rewards, such as teaching awards and competitions. If the teacher published papers or subject to different levels of scientific research award, obtained at teaching, teaching master honor rewards, or acquire skills contest, teaching competitions reward.

This incentive measures can not only let teachers gain extrinsic reward, i.e., to upgrade the status of wage rise, enhances the sense of security, but also can get the

intrinsic reward, i.e. their teacher identity meaning, their service to the cause of education as well as on their own ability must wait.

4.2 Provide Training to Teachers, Learning and Continuing Education Opportunities

For teachers to provide learning and training opportunities, pay attention to employee's individual growth and development, strengthen the connotation construction of university. Each person is more concerned about their own interests and values, when life security, they will pursue a higher level of self-improvement and beyond, so, private colleges should also be based on long-term, develop teacher training program, for teachers' education and improve their skills learning opportunities, so that it never backward. For example, the Shandong International University holds an excellent team training camp for staff to clear the action and to carry out the importance of force, enhance their sense of responsibility and the sense of belonging to the school, will contribute to the construction of mutual trust, unity of purpose, commitment to, the cohesion of a super team play an important role in College; Shandong Yingcai University according to the discipline construction need, to arrange a teacher to public universities, research institutes and foreign university, postgraduate period pay full payment, and subsidies, stable teacher troop; the Shandong private college is not regularly invite famous experts and professors for their own staff from scientific research, thought, development and training.

Provide training to teachers, learning opportunities not only make teachers be improved, but also improve the integral level of the school, is the school long-term development strategy. Through learning, teachers' training in thinking and action with the school to maintain consistent, own and school coordinated, harmonious development.

4.3 Emotional Incentive

The school not only to pay for teachers, material incentives, but also from the spirit of giving encouragement, fully mobilize every teachers' enthusiasm and creativity, to stimulate the potential of every teacher. For example, Shandong International University for each and every staff prepared cake ticket, let every teacher to feel the warmth of home, for every teacher to create a home atmosphere, improve teachers' sense of ownership; and Shandong International University also each summer to organize the staff to bring their families to travel freely, make teachers in open field of vision, in tourism the growth of knowledge, harvest happiness; the other Shandong universities in the teacher's day and other holiday seminars, understanding of the voice of teachers, and teachers to do something.

Private colleges should strengthen and retired teachers' communication, respect for the old teacher, adopt their

suggestions, enabling them to maintain the enthusiasm of teaching and scientific research. For example, Shandong Yingcai University, Shandong Xiehe University, Shandong International University and other colleges and universities take retired teachers as the subject leaders, let them feel the school on their attention, driven by young and middle-aged teachers, improve the young teachers in teaching and scientific research level.

4.4 Strengthen the Intrinsic Reward

The teachers work hard is made directly to the performance, this is the teachers' work level results, can obtain the reward for the performance, which is the two level results. Generally speaking, the primary outcome was instrumental, level two the result is objective, most of the teachers are interested in is the results of the two value. The teacher rewards are divided into extrinsic rewards and intrinsic reward two categories. Extrinsic reward is the school organization to give material reward and spiritual reward. The material resources, for any organization (including universities) are rare, valuable, and members of the demand for it, it is infinite, it is one of the existence of contradictions forever. School teacher job performance reward, if only focus on extrinsic rewards, then the management cost is high, and the incentive effect will decline. Intrinsic reward comes from the work itself, originates from teacher to be engaged in the work process and personal experience, and the understanding of the meaning of work performance. Successful managers to create a sense of self-respect, and can generate intrinsic rewards work environment -- one can allow and encourage every teacher can strive for intrinsic rewards from work environment, less dependent on bonuses, welfare and so on pay, because external rewards can eliminate dissatisfaction, intrinsic rewards can make people satisfied. School administrators should be combined with the actual work of teachers, make every attempt to through the system arrangement and job design, mining school teaching work itself excitation energy.

Such as through publicity and education work, highlight the social significance of teachers; through careful design, giving teachers work with challenging; through reasonable planning, the teachers' work is rich in content and creative. To do so, not only can save the management cost, and can make teachers feel rich intrinsic reward, get more satisfaction, so that the working enthusiasm and persistence. Such as the Shandong private colleges award outstanding teacher of the University, teaching expert, and promotion of school newspaper and school website

4.5 Occupation Approach Motivation

In the teacher troop, some hope that through the efforts of promotion for the teaching administrators, such as promotion for the teaching and Research Office; another part to professional promotion, such as improve the

teaching level of the title. This requires managers to establish a scientific incentive mechanism, develop advanced justice appraisal system, make reasonable promotion system.

4.6 Strengthen the Management of Human Resources, Create a Home Atmosphere for Teachers

Teachers in private universities in wages, social status and so on Colleges and universities teachers, therefore the majority of private college teachers feel inferior, not to the corresponding social status of teachers in universities, public and equal pay for equal work, did not feel a sense of security, a sense of pride and a sense of stability, so private universities can refer to public colleges established caucus organizations, trade unions and so on. Such as the Shandong Xiehe University, Shandong Yingcai University and other colleges and universities set up trade unions, in life, work of concern to teachers, serving teachers; in addition the vast majority of Shandong universities have established the party, Democratic Party branch organization, from the organization, the thought of concern to teachers, to help the progress of teachers.

4.7 In Order to Justice

The comprehensive incentive model of Potter Lawler, the reward can lead to satisfaction; will be "fair compensation" as the main influencing factors. It is worthy to ponder over management of Civilian-run Colleges and universities. Equity theory, a personal satisfaction on work reward, is affected not only by the absolute value, more affected by relative value. Individuals of their labors and remuneration received, to the longitudinal and transverse comparison: their labor input and the previous remuneration and the labor input and income now pay for longitudinal comparison; will also own labor and income and other labor investment and income comparison. The result of the comparison is equal, fair and reasonable to think; if it is not equal, the same input, pay less than before, or less than others, will think that is unfair, unreasonable, will lead to mental imbalance, are not satisfied, the positive impact of behavior. The success of the school administrators should pay attention to teachers' psychological feelings, try to reduce or avoid the teachers "fair" lost. In the school organization, factors causing unfair feelings generated a teacher has two categories: one is the objective reasons, the school system may not fair, not perfect; due to various reasons, the correct evaluation of labor and performance can not fair to teachers. Two is the subjective reason teachers when the thing person. Even the embodiment of teacher performance pay objective is fair and reasonable, because the teacher himself and understand the information received, and self psychological role, may also feel unfair. For example, only to see their own strengths or pay, do not see the strengths of others or pay. Evaluation of the performance of the

school is in working process and the results of combining. And because the correlation work behavior and work results of each person is different, so some comparison processes, not to compare results and performance, some comparison work results, do not compare the work process. In short, people tend to choose to explain their content (object) to compare, compare the results of natural feel unfair. The school level leads to unfair, is the school system problems, to improve the democratic management, develop teachers' participation in the system, establish a scientific evaluation mechanism performance to solve. The teacher himself leads to unfair competition, through the evaluation of information disclosure, strengthen and teachers through communication, interpretation, guide the way to overcome. Only when teachers feel fair and treat the school organization, will feel comfortable to work, the realization of "virtuous circle between satisfaction" and "best effort".

5. CONCLUSION

Stability of teachers is the key to the survival and development of private universities. Private college to form their own school characteristics, a virtuous circle of development, must have a stable teacher troop, important link stable teacher troop is to establish a set of perfect incentive mechanism, a reasonable solution to the concerns of teachers; initiative to improve school conditions and teachers motivate teachers, make teachers work in private college; sound of teacher education

and training mechanism, so that they can update their concepts and knowledge, improve teaching methods, improve personal accomplishment. Provide opportunities for growth and development of teachers, help teacher to become a qualified teacher keeping pace with the times.

Motivation influences whether an individual effort and the degree of effort. Private colleges only according to their own specific circumstances, the establishment of targeted and reasonable comprehensive incentive mechanism, ability utmost ground found talent, attract and retain talents, establish a stable high level teachers, so as to ensure the healthy and rapid development of private colleges.

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