Study on Issues and Countermeasures of Human Resource Management in Higher Vocational Colleges

Yuanyuan Li[1,2]

[1]*Sanya Aviation and Tourism College, Sanya, China*
[2]*Lyceum of the Philippines University Batangas, Batangas City, 4200, Philippines*

Abstract: *Higher education institutions are often regarded as treasuries abundant with talented human resources. These establishments bring together experts and scholars from various fields, as well as young talents, all of whom possess vast knowledge and innovative potential. To ensure that these talents can achieve their best development and maximize their potential, it is essential to continually refine talent cultivation mechanisms. This is not merely an issue of academic research; it involves how to effectively manage human resources. The characteristics of human resource management in universities differ significantly from those in businesses. Understanding and grasping these unique attributes are crucial in constructing a comprehensive and efficient human resource management system. Moreover, with the advancement of modern technologies, such as big data and artificial intelligence, human resource management faces new challenges and opportunities. This paper aims to delve deep into the characteristics and management approaches of university human resources. It hopes to provide valuable insights for the academic community and practical recommendations and strategies for the practitioner sector.*

Keywords: *Higher Education Institutions; Human Resource Management; Characteristics*

1. Introduction

In this competitive era, the value of talent is undeniable. The success of an enterprise depends on the capabilities of its employees, and the human resource management of an enterprise determines these capabilities. As universities are hubs for cultivating future leaders, their human resource management is vital to corporate development. With intensifying market competition, there have been significant changes in both the internal and external environments of universities. Traditional HR methods are no longer adequate. Enhancing and refining school HR management becomes crucial for promoting the overall quality and progress of schools. Recently, to foster higher education development in China, elevate teaching staff quality, and establish a comprehensive, advanced human resource system, the issue has become pivotal for many universities. As a result, numerous universities are intensifying their efforts in talent attraction and cultivation to achieve more effective outcomes. Many HR practices have achieved considerable success with significant improvements. Yet, challenges remain, necessitating measures to advance and reform HR management in Chinese universities.

2. Basic Requirements for Human Resource Management:

To ensure that HR management achieves its intended goals, management should adhere to specific criteria (as shown in Figure 1). Specifically:

Emphasize people-centric management. HR management, traditionally centered around systems, often overlooks individual characteristics. Modern HR should focus on the person as the primary resource, emphasizing both task-person fit and person-task fit. In other words, it should highlight the improvement of individual initiative, allowing everyone to fully realize their potential.

Scientific management. HR management accentuates talent value. This requires managers to utilize modern tools to foster communication and enhance collective consciousness, aiming to achieve a more scientific HR approach and thereby improving efficiency [1-2].
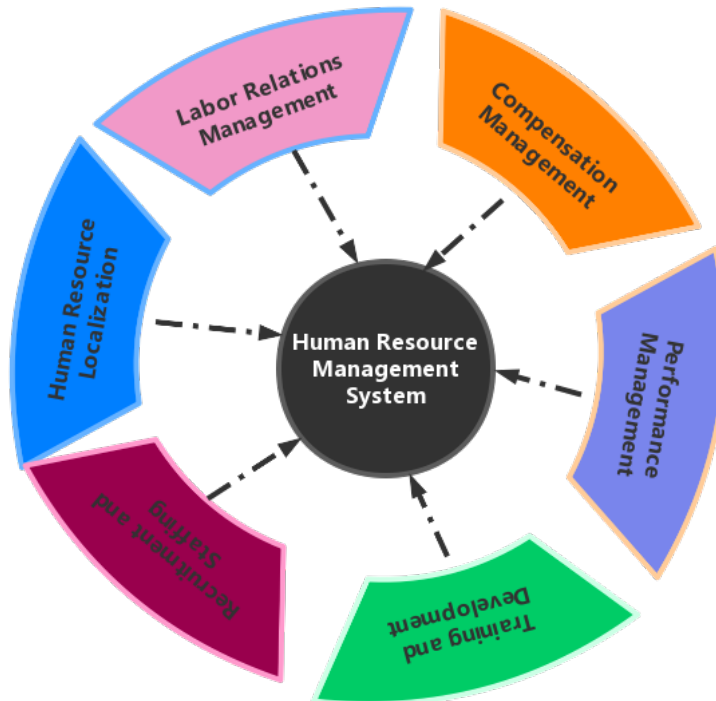
Figure 1: Structure of Human Resource Management

3. Characteristics of Human Resources in Universities:

3.1 Quality of University Human Resources:

University teachers are characterized by their vast human capital reserve, showcasing creativity, intellect, and innovation. In economic terms, a proficient worker often outperforms a regular worker by 30% to 50%. However, in the knowledge economy, creativity and wisdom are paramount, with knowledge workers often being valued five times more than regular workers[3].

3.2 Motivational Characteristics of University Human Resources

Based on Maslow's hierarchy of needs, university teachers have distinct professional needs. They prioritize fulfilling spiritual needs, valuing a favorable working environment, comfortable conditions, and adequate rest. They deeply value their contributions and desire societal recognition, seeking perfection in their work and deriving a strong sense of accomplishment from challenging tasks.

3.3 Timeliness and Regenerativity of University Human Resources

As times change, the use of human resources in universities becomes more frequent. However, if not continually updated, knowledge diminishes or even degrades. Holding a specific professorial title or degree merely indicates that an individual had a considerable human capital accumulation at a certain point. To maintain their value, they must keep abreast of the times[4].

3.4 Mobility of University Human Resources:

The mobility of human capital exceeds that of physical capital. As people carry human capital, it changes with individual movement. In a "rational person" market economy, the work of university teachers can be considered a unique human capital reserve[5]. They join universities not only for personal needs but also for greater rewards. Thus, if confronted with unfair or stagnant conditions, they might adjust their career paths, moving to institutions where they can maximize their value.

4. Analysis of Current Issues in Human Resource Management in Tertiary Institutions

4.1 Lack of a comprehensive management system

At present, the results of the construction of human resource management systems in higher education institutions are manifested in appointment systems and competitive appointment systems, with the appointment system being more widely applied. Specifically, there is a 360-degree evaluation and objective management, adopting a compensation management of basic salary plus performance-based pay. From one perspective, although higher education institutions have developed relatively mature and comprehensive performance appraisal and personnel incentive systems over the long term, the differences between institutions and businesses make it difficult for them to comprehensively and systematically record attendance rates and individual capability contributions. From a deeper perspective, the management of staff in universities requires a certain degree of flexibility and freedom, without setting clear regulations in daily management, making it hard to standardize assessment criteria. Moreover, the key to fostering high-level talents lies in a rational allocation system, transforming from a position-based compensation method to performance-based remuneration. By fully leveraging the advantages of compensation, employees' enthusiasm and initiative can be enhanced, thus promoting their sense of responsibility and mission, improving the overall work quality in institutions and facilitating their healthy development. Therefore, to improve human resource management efficiency, it's urgent for institutions to enhance their management systems[6-7].

4.2 Lack of advanced concepts

Concepts are the foundation for innovative work development. If HR management in higher education lacks advanced concepts, it will confine their practices to traditional methods, hindering scientific HR management and, consequently, the efficiency of HR management. HR managers in tertiary institutions should innovate their concepts to keep pace with the times. However, due to the influence of traditional HR thinking, many have become deeply rooted in outdated management ideas, reluctant to spend energy and time changing their HR management models. As a result, the scientific management of human resources is repeatedly postponed, causing long-term stagnation in HR development and ultimately affecting efficiency[8].

5. Analysis of Human Resource Management Process in Tertiary Institutions

5.1 Establishing a human resources management philosophy based on school development strategy

With societal progress, traditional HR management models no longer meet contemporary needs. To promote sustainable development in higher education, the philosophy of human resources management needs elevation to a new level. Guided by a "people-oriented" management concept, a unique cultural atmosphere should be established throughout the institution. Based on talent development trends, the focus should be on recruiting, nurturing, utilizing, organizing, and managing outstanding talents aligned with the institution's development strategy. Given the current development situation, the cultivation of excellent top-level talents should be prioritized, with careful design of short-term plans adjusted flexibly to better meet the institution's long-term developmental needs[9].

5.2 Perfecting the talent introduction mechanism

When universities recruit new employees, they should ensure that the recruits possess sound professional qualifications. After recruitment, these talents should be utilized effectively. If necessary, an appropriate environment should be provided to maximize their potential. To better facilitate talent introduction, all policies must be rigorously implemented, strengthening the management of research, human resources, facilities, and logistics, thereby creating a comprehensive talent introduction service system[10]. Additionally, multiple flexible recruitment patterns should be explored to meet the demands of academic construction, especially leveraging external talents, including nationally renowned education experts, through various means like collaborations, transfers, appointments, affiliations, and academic exchanges.

5.3 Innovating and optimizing the HR management system

For stable and effective HR management in tertiary institutions, it's crucial to innovate and optimize HR systems timely. Institutions should understand the specific talent requirements of various industries in current society, further clarifying the market's actual needs for HR management. By integrating successful business talent management models, the HR management mode and talent structure can be optimized, thereby improving the system's effectiveness and operability.

5.4 Keeping pace with the times and innovating management concepts

For institutions, the key to improving HR management efficiency is to firmly establish a people-oriented management concept, break away from traditional thinking, and constantly enhance professional skills. Respect and attention to individual development needs, and the integration of individual value with collective interests, are paramount. Meanwhile, institution administrators should change their mindset, integrating the people-oriented concept into daily HR management tasks. Taking into account the actual development of institutions, they should design comprehensive and scientifically sound HR work plans, set dynamic requirements for talent recruitment and career planning, and organically integrate teaching, logistics, and other functional departments, thus creating favorable external conditions for improving HR management efficiency.

5.5 Strengthening Human Resource Database Construction

In the process of human resource management in universities, to comprehensively improve management efficiency, it is essential to make rational use of modern advanced technological means. To this end, universities need to actively strengthen the construction of human resource databases, relying on big data platforms to integrate and analyze human resources. Specifically, universities should pay attention to the changes that modern technology development and application bring to human resource management methods and concepts. By incorporating human resource data storage, processing, and analysis into the basic principles of talent introduction, we can deeply integrate human resource management with advanced technologies such as big data, thereby fully leveraging the application value of advanced technological means to enhance human resource management effectiveness. However, currently, universities lack the necessary technology, funding, and other supports to establish a comprehensive human resource database. The absence of guidance from professionals may threaten the establishment and security of the human resource database. To address this, to enhance the reliability of big data analysis, universities should hire or outsource professional human resource managers. This centralization of human resource data management can improve data security, integrity, and sharing, which in turn enhances the efficiency of human resource management.

5.6 Performance Evaluation

Through job analysis, we can better delineate job positions and, based on the discipline-specific characteristics of professional teachers, establish reasonable evaluation criteria. This allows for more targeted quantification of assessment indicators and provides effective solutions and motivation and encouragement, thereby promoting the effective implementation of performance assessment. When setting evaluation criteria, it is important to focus both on a teacher's job performance and ensure that individual performance aligns with school team-building efforts to achieve a win-win situation. Furthermore, the potential development of teachers should also be taken into account. Through this approach, we can better guide the development of the teacher team and promote its healthy growth.

5.7 Future Outlook

With the rapid advancement of technology, higher education institutions will face unprecedented opportunities and challenges in human resource management. The integration of technology with human resource management is becoming increasingly critical. In the future, the growth of artificial intelligence and machine learning could provide colleges and universities with more accurate and efficient analytical tools, serving staff and students better. Globalization and diversification will also profoundly impact university human resource management. Nowadays, more and more higher education institutions are dedicated to attracting international faculty and student bodies. This blending of cultures necessitates that human resource management be more strategic and flexible, especially in areas of recruitment, training, and communication. Simultaneously, continuous education and

professional development are becoming central topics. Against the backdrop of an ever-evolving era, universities should offer more learning and growth opportunities for their academic and administrative staff, ensuring they keep pace with the times and fully showcase their potential. As employees place increasing importance on work-life balance, the welfare systems and health strategies of universities will also need refinement and optimization. Future universities might place greater emphasis on providing more humanized and diversified benefits for their staff. Lastly, the close collaboration between universities and businesses will undoubtedly generate more win-win opportunities for both academia and industry. This not only offers students more practical development chances but also broadens the research and cooperative horizons for academic staff.

In conclusion, while higher education institutions will welcome many more opportunities in their future human resource management, they will also face numerous challenges. How to make wise and far-sighted decisions in such a broader context will be a subject that every university needs to delve into deeply.

6. Conclusion

In summary, higher education institutions play a significant role in promoting the dissemination, application, research, and innovation of national knowledge. Through long-term practice, we have seen that through effective human resource development, we can enhance the talent cultivation level of universities and strengthen their competitiveness in the market.

References

[1] Li Wenhong. Research on the Coordination of University Ideological and Political Courses and Course Ideology—Based on Synergy Theory[J]. Times Report: Academic Edition, 2022(2):3.
[2] Wang Yan. Construction of the Ideological and Political System of College Innovation and Entrepreneurship Education from the Perspective of Synergy Theory[J]. Academic Weekly, 2023(3):3.
[3] Li Chuan. Construction of the Ideological and Political Education System for Sports Journalism Courses from the Perspective of Synergy Theory[J]. Academic Campus, 2022, 15(12):3.
[4] Chen Shuli. Real Challenges and Countermeasures in the Construction of University Course Ideology under the Perspective of Synergistic Education[J]. Teaching and Research, 2021(3):7.
[5] Liu Lin, Xu Fangjian. Discussion on the Current Satisfaction Status of Human Resource Management in Universities[J]. Heilongjiang Science, 2023, 14(07):111-114.
[6] Zhu Lin, Dong Xinxin. Research on the Practice of Human Resource Management in Universities under the Background of Educational Informatization[J]. Employment and Security, 2023(04): 169-171.
[7] Liu Yixin, Zhang Miao, Zhang Qingwei, et al. Analysis of the Current Situation and Strategies of Human Resource Management Course Teaching in Universities[J]. China Multimedia and Network Teaching Journal (First Half), 2023(04):85-88.
[8] Yang Ruhao. Research on the Construction of University Teaching Staff under the Theory of Human Resource Management[J]. Data, 2023(03):191-192.
[9] He Haiyan. Challenges and Innovations in University Logistics Human Resource Work[J]. Business Information, 2022(27):167-170.
[10] Wang Dan. Issues and Improvement Measures in Human Resource Data Analysis in Universities under the Background of Informatization[J]. Talent Resource Development, 2022(22):32-34.