

# **Exploration on the Management Concept of University Teachers under the New Background of Endowment Insurance**

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## **Abstract**

*Since the implementation of regulations on personnel management in public institutions on July 2014, the decision on the reform of endowment insurance system for staff in organ and institution was released by the State Council on Jan 2015, the reform in organ and institution developed rapidly. As an important member of public institutions, university is the first to be included in reform. Although one of the core essence of the new deal is to break the institutional barriers, promote the rational flow and effective allocation of talents, it also brings new challenges to management of university teachers. Under the new situation, in order to adapt to the new deal and stable teachers work, the author will explore the concept of teacher management in university from the perspective of justice and equality, people oriented and rule by law.*

**Keywords:** the new deal of endowment insurance; management of university teachers; conceptual exploration

Before the new deal, because of unreasonable talent disputing, frequent flow of talents brings about many problems on university teachers management. The implementation of the new deal brings severe challenges both in external factors and internal factors. Exploring new management concepts, introducing talents and stabling teachers troop has become a core topic in front of university administrators.

## **I. the Concept of Justice and Equality**

The decision on the Third Plenary Session of the 18<sup>th</sup> Central Committee of the CPC pointed out: “set up more complete and sustainable social security system”, “intensity institutional reform of endowment insurance in organ and institution”. Fairness and justice is the lofty realm of human society and an important part of the socialist core values. It is not a simple slogan, it must be reflected in the specific systems.

## **1. The Right to Know in Policy Implement**

The endowment insurance system reform affects the vital interests of the whole teachers. Teachers need

to take part in, as well as offer advice and suggestions. Whether it is No 2 Document of State Council or No 18 Document or No 28 Document of Department of Human Resources and Social Security, they are all from the national level and from the macroscopic angle, the policy specific to the provinces, cities and countries. As a member of the institutions, university has different situation from other institutions, even between universities, the specific situations are not the same. Thus when the policy makes, teachers should participate. In order to change the condition that endowment insurance is made by competent authorities, the majority accepts passively, decision making must be open and transparent in procedures, seeking advice from teachers, so that specific policies are more feasible and better reflect the willingness of teachers, all the teachers enjoy the right to know the policy.

## **2. Wage Distribution System**

According to No 28 Document of Department of Human Resources and Social Security, institution staff individual capture expends wage base includes: basic wage in the last year, subsidies and allowances received under the state uniform provisions (allowances for poverty-stricken and outlying regions, high altitude area conversion service subsidies, 93 workers retain subsidies and other national provisions), performance pay. In the item of the salary, basic wage and allowance subsidies for national unity belongs to the wage set by the State, which embodies fairness and justice. However, performance pay is a very vague item and in university it takes most part of teachers salary. Because performance pay allocation scheme is vary, even the same level and same work experience, the wage is different and makes a great difference. The wage income determines endowment insurance premium, which defines teacher's retirement income. University teachers clearly realized that the current income level not only affects now, but also the future, so the income level will be the core of their choice criteria. If the performance pay distribution is different, the same type of teachers in different department has a huge gap in income, which will seriously affect the teacher's emotion, increase the instability factors of teachers. Therefore, developing a more fairness distribution scheme is one of the essential problem facing by administrators. The original intention of the endowment insurance is to reflect the contribution of staff careers, emphasizing the more to pay, the more to receive. If the distribution system cannot be considered fairness, it will not only influence advancing policy, but also affect the stability and development of teachers in university.

## **3. Performance Appraisal System**

According to expectancy theory, the strength of a tendency to act in a certain way depends on the strength of an expectation that act will be followed by a given outcome and on the attractiveness of that outcome to the individual. In practical terms, it says that an employee will be motivated to exert a high level of effort when he or she believes that effort will lead to a good performance appraisal; which will lead to organizational rewards, and that reward will satisfy the employee's personal goals. Based on the theory, compared with purely fixed compensation systems, performance pay can motivate employees that is because employees behavior and performance have a direct and clear connection about salary, encourage

employees to perform as the organizational needs. Therefore, not only performance pay distribution schemes should reflect the fairness and justice, university teachers management and performance appraisal system are as well. Many universities pay more attention to form on performance appraisal system, fail to reflect the priority of efficiency, fairness. Teachers have a sense of injustice and drain their enthusiasm. Hence, it is necessary to work out a reasonable operational staff appraisal system, have a scientific evaluation about teacher's ability and value.

## ***II. the Concept of People Oriented***

People oriented is the core of the scientific outlook on development. Generally speaking, it safeguard human rights and dignity, respect human value. In university, people-oriented shows respect and care about teachers.

First of all, pay attention to the psychological needs of people.

Western psychologist Maslow suggests that man has five needs that is physiological, safety, love and belonging, esteem and self-actualization. He also believes that man has three natures: work, make contributions and be recognized. So as administrators, we should observe the needs of teachers, combine reasonable needs with management goals. As teachers, physiological and safety needs are basically satisfied, they seek to achieve spiritual goals: respected, recognized, realized self-value. Then as administrators, on the one hand, they need to uphold such a thinking in specific work that is to let the teachers feel respected and treasured about their value. On the other hand, create necessary conditions and facilities when teachers teach and research, helping them to achieve their social value.

Secondly, implement the concept of humanism.

For teachers, school is their home and spirit lodge. How to build a centripetal force and closely united them around the house is one of the most critical and difficult problem in front of managers. Over the years, teacher mobility is mostly dominated by young and middle-aged teachers. The reason is that they are at golden age, their career are in the state of upwardly mobile, they have great potential no matter in teaching and researching, which brings long-term and inestimable value. So young and middle-aged talents become critical in competition. But on the other hand, young teachers are facing many practical problems in their daily life, such as marriage, housing, supporting their parents, so that they are under enormous pressure. In addition, many enterprises have a competitive offer, for the sake of more opportunities and better prospects, young teachers are compelled to leave school. As the major power and fresh troops for school construction and sustainable development, the growth and stability of young teachers become pretty important, which directly determines teacher's comprehensive quality, structure optimization, school's future development. So under the new situation of endowment insurance, with the increasing number of teacher's frequent flow, administrators must act as a role of parent, pay more attention to young teachers, solve practical difficulties in their own lives, lift their worries in teaching and researching, consider more about their compensation. People are emotional animals and being grateful for what they have. If teachers can feel warm in school, they are able to find their final home of affection, so they are willing to pay and create for their home.

### ***III. Rule by law***

4<sup>th</sup> Plenary session of 18<sup>th</sup> CPC Central Committee ensure the leadership of CPC in the socialist rule of law with Chinese characteristics, the major tasks are to improve a socialist system of laws with Chinese characteristics, in which the Constitution is taken as the core, to strengthen the implementation of the Constitution, to enhance the building of a law-based society, to sharpen the CPC's leadership in pushing forward rule of law. Under the background of promoting the rule of law, universities are also adhering to the spirit of the rule of law, carrying out law school, so as to improve management ability and the quality of teaching. Under the current circumstances, if flexible management is well combine with rigid management, it will surely reach a higher level.

First, improve the relevant system. At present, the university has established a basic management system, but sometimes policy makers, executives and interpreters are the same group, it lead to a problem that some do not meet the actual and lack of operational. General Secretary Xi Jinping pointed out: “ no matter what kind of institution is established, it should has the characteristic of systematic,scientific and authoritative. So in order to ensure the effective implementation of these policies, university must be in accordance with legal, procedural, real-time, seek truth from facts, to keep stability combines with to repeal, reform and establish the law timely. Besides, university enacting administrative is based on education law and rule, regulation and other documents, guarantee the institution reasonable, justice and legitimate. There must be laws to go by, the laws must be observed and strictly enforced, and law-breakers must be prosecuted.

Second, make the institution authoritative. Once the system is finally formed, it must be normative and operational, which is beyond the will of minority and has binding force on all the objects. Everyone is equal under the policy, whatever group or individual should abide by the system. As Commons said, “I can interpret the system as ‘collective action control individual action’, it inhibits, liberates and expands individual action. The key issue is to strengthen the regulations,laws and systems and make them scientific and authoritative. Only then can teachers feel comfortable.

In the end, respect and protect teachers lawful rights and interests.

The most significant for rule by law in university is respect and protect teachers rights and interests. The administrator should adhere to the principle of legality, impartiality and openness while conducting an examination and bringing talents. Have education and corresponding train, improve the professional level of teachers; establish and perfect the ability to discover actions of breaking law and regulation, punish the illegal actions, improve the consciousness of their behavior; respect and protect the rights and dignity of teachers, perfect hearings and arbitration system, safeguard the rights of complains.

As an important part of the social insurance system, the reform of social endowment insurance system in public institutions has become the focus of most concern. As a group of senior intellectuals, teachers can completely and deeply understand the policy compared with other groups, especially related to the vital interests of their own. For the sake of stabling talents under the new situation, the administrator needs innovate management concept, explore new supervisor mode. Only that can stabilize teachers and stand in an invincible position in competitions, so as to promote long-term and rapid development of schools.

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