

# Institutional Analysis of Human Resources Allocation for University Teachers - A Case Study of Tsinghua University

Zihao Wang \*

Huaao School International, Yucheng, Shandong, 251200, China

\* Corresponding Author Email: fuyinru@ldy.edu.rs

**Abstract.** In recent years, many colleges and universities in China have encountered various problems in the management of teachers' human resources, such as unreasonable internal teacher distribution structure and regional imbalance of educational resources, loose performance appraisal system and unrigorous supervision, lack of incentive mechanism, research and exploration motivation of teachers and students, serious recessive loss of human resources and so on. Human resource management is an indispensable part of every school, which plays an important role in learning efficiency and teaching quality. At present, this study explores the above four small problems and corresponding suggestions and improvement measures. But much remains unknown about the deeper research and the underlying problems hidden inside. The theme of the study is a multi-faceted exploration of the education field with human resource management as the core, and it is comprehensively collated through the literature produced in the field of human resources in recent years by many institutions of higher learning, led by Tsinghua University. The research finds that the reasons for the problems and contradictions in classroom human resource management in most colleges and universities are similar, and the main reasons are bad treatment, heavy workload, lack of care. Therefore, suggestions are put forward for regional coordination and common development, strengthening assessment and supervision system, improving incentive mechanism, strengthening talent reserve.

**Keywords:** Human resources; regional balance; organizational culture; common progress.

## 1. Introduction

In 2019, according to the requirements of deepening the reform of the personnel system of Tsinghua University, strengthening the construction of the staff team, and according to the needs of the school's institutional adjustment and high-quality and conformal development, the school carried out a series of human resources reforms [1]. Because in many colleges and universities in the country, the number of teacher recruitment has declined significantly, the importance of improving the human resource management mechanism is self-evident. Therefore, the university leaders should carry out corresponding reform and optimization from the aspects of post assignment, salary, title, deployment, learning and development. From the three positions of talents, human resources and personnel, the current situation and existing problems of the team of college teachers in China are discussed, such as: Imbalance of resource allocation structure, shortage of innovative talents, new disciplines, high-level talents are obviously insufficient, and the proportion of general teaching talents is too large, serious brain drain, loose performance evaluation, incentive measures to be reformed, hidden waste of human resources and so on. At present, a series of studies and discussions have been carried out from the starting point of "Why colleges and universities can't recruit new teachers". The significance of the research is to improve the job satisfaction of in-service teachers and the positive public opinion about teachers, so as to improve the reputation and attraction of the profession, so as to carry out the recruitment more easily.

Therefore, to improve the human resource management system as the theme of the research.

Firstly, the research starts from the domestic grass-roots problems, such as internal structure, regional differences, appraisal system and brain drain [2]. Start from the domestic, and then extend to foreign countries. Through the comparison of human resource management methods and systems of



universities at home and abroad, this paper analyzes what measures taken by some foreign universities and famous universities in human resource management are worthy of foreign university's reference (land rental system of Stanford University). Through effective reference and improvement, to strengthen the domestic institutions of higher learning in these aspects of the defects and deficiencies well-known colleges and improve and optimize the allocation and management of faculty resources as well as self-development and progress in many aspects.

## **2. The Case Study of Tsinghua University**

The case study of Tsinghua University introduces the current situation of the allocation of faculty human resources [3].

As the benchmark and leader of many universities in China, Tsinghua University is a place of« study and research with abundant teaching resources, a strong team of teachers, strong comprehensive strength of students, complete information construction, reasonable scientific research system and complete personnel system. Under the direct administration of the Ministry of Education of the People's Republic of China, Tsinghua University is listed in the

"211 Project", "985 Project", "Everest Plan", "2011 Plan", "111 Plan", "Excellent Engineer Education and Training Plan", "Excellent Legal Personnel Education and Training Plan", "Excellent Doctor Education and Training Plan". C9 Alliance, Association of East Asian Research Universities, Alliance of Pacific Rim Universities, Tsinghua-Cambridge-MIT Low Carbon Energy University Alliance was established, with the deputy ministerial level of management. In recent years, the faculty team has been greatly improved, including the knowledge reserve and moral management of teachers, which is a place for many students to yearn for. But in fact, there are many hidden problems to be solved in the internal, the imbalance in the allocation of internal human resources and the teaching attitude of some teachers are invisible to the external [4]. For example, in the past decade, Tsinghua University's enrollment has grown 10 times faster than the number of teachers it recruits, resulting in an unmanageable workload for many faculty members.

## **3. Analysis of the Problem**

### **3.1. Unbalanced Allocation of Teachers' Human Resources**

The number of teachers in some disciplines is obviously insufficient. For example, the chemistry discipline of Tsinghua University has always been criticized internally and externally.

Even though there is a large reserve of excellent talents and its comprehensive strength is very impressive, the employment situation students after graduation is very bad. The employment situation is also bad in nuclear engineering and nuclear technology. Even though nuclear engineering and nuclear technology are highly sophisticated industries in China, both in terms of national military security and national new energy, they have been valued by many aspects, but the actual learning situation in Tsinghua University is not very ideal and difficult [5].

Regional development is not coordinated is also a huge problem, China's institutions of higher learning and most of the teacher resources are concentrated in the eastern region, while the northwest region, first, the strength of the teacher team is weak, recruitment of teachers is more difficult. Second, there is a lack of teaching resources, and the advanced level of teaching utensils and products on campus is far less than that in developed areas, so the efficiency of teaching will be affected [6].

### **3.2. The Rigor of Performance Evaluation**

In the past few years, there has been no lack of fraud and plagiarism in papers published in Tsinghua University by means of self-plagiarism and fabricating experimental results. This is closely related to the teaching attitude of the school management and teachers. The most common phenomenon is that evaluators do as they please and do not adhere to principles [7].

At the same time, the assessment method is simple and too formal is also a serious problem.

The feedback of the assessment results has not been really applied, and it has gradually become a paper article handed to the school by teachers and students. Whether students can acquire real practical knowledge in the process of exploration remains to be studied, and this behavior of "making appearance" has become a huge problem.

### **3.3. Lack of Reasonable Incentive Mechanism**

Either there is no systematic design and arrangement, or there is a lack of a complete teacher performance evaluation system. As a result, the management does not have a clear understanding of the actual efforts and achievements of teachers, resulting in the lack of motivation and low desire for exploring new things. Without the teacher-led positive atmosphere of learning and exploration, more students naturally choose to "lie flat" [8].

The importance of the incentive mechanism for teaching and research in colleges and universities is firstly reflected in its improvement of education quality. By encouraging teachers to actively participate in education work, it can not only improve the teaching effect, but also stimulate the enthusiasm of students. High-quality education not only produces more competitive graduates, but also enhances the reputation and attractiveness of colleges and universities, helping to attract more outstanding students and teachers. A good incentive mechanism for teaching and research can improve teachers' career satisfaction. After making achievements in teaching and scientific research, teachers will feel a sense of accomplishment and pride in their work, so they will be more motivated to work [9]. At The same time, the incentive mechanism can also provide teachers with more career development opportunities and promotion channels, increase their career prospects and sense of security, and help retain high-quality educational talents.

### **3.4. Serious Invisible Loss of Human Resources**

With the development of modern society and economy, social competition is gradually increasing, and many colleges and universities will increase enrollment to enhance the comprehensive strength of the school, which will lead to a surge in the workload of teachers, and no extra salary, which will lead to a large number of teachers feel dissatisfied and resign. According to the recruitment data of Tsinghua University in the past ten years, the enrollment of students has increased by nearly ten times, while the enrollment of teachers has increased by less than one time, and the growth rate of teachers and students is not proportional.

## **4. Suggestions**

### **4.1. Balance Internal Teacher Assignments**

For the unbalanced allocation of human resources in the school, the management should coordinate the number of teachers in different positions and improve the system of teacher management through the personnel department. For the imbalance in regional development, the national education department should ensure that the total amount of resources invested is relatively sufficient and the inter-school balance is relatively balanced [10]. First of all, the administration section need to eliminate the influence of the following factors, the influence of the affiliation relationship of universities. Generally speaking, the investment in college education funds is relatively high, especially in the economically underdeveloped regions. The level of economic development of the region where the school is located, such as Beijing, Shanghai, Jiangsu, Guangzhou and other cities, the education funds will be much higher than the less developed areas. The influence of the type of university. Schools in different categories have different costs and different demands on resources. As for the regional imbalance of teaching resources, the education department should revise some friendly policies and provide teaching subsidies and resource supplements to the education

department in the less developed areas, so as to balance the difference of teaching level in different regions.

#### **4.2. Strengthen the Rigor of Performance Appraisal**

With regard to the lack of rigor in performance appraisal, college management should communicate with faculty and students to jointly set clear performance goals, so that staff and students can clearly understand their job requirements and academic goals. In addition, fair evaluation standards should be formulated, and different performance evaluation standards should be formulated according to the responsibilities and tasks of different posts, so as to avoid subjectivity and arbitrariness [11]. The school should strengthen communication and feedback, establish an effective communication mechanism, and give timely help and feedback to help teachers and students complete their tasks and work with higher efficiency and quality.

#### **4.3. Set Reasonable Incentive Measures**

For the lack of incentive measures, schools should improve, formulate targeted incentive measures, improve the treatment of teachers and enhance their social, economic and cultural status through policy orientation and investment, so that teachers can be generally respected in society, especially the self-worth and social value of college teachers [12]. When implementing incentive measures, the principle of equity should be well implemented. Pay is also an important part of the incentive system, which plays an important role in determining job satisfaction, motivating work, and enhancing cohesion. A scientific and reasonable evaluation system should be established. While emphasizing teachers performance in their work, attention should be paid to the evaluation of personal ethics, theoretical knowledge, professional skills, work attitude and work discipline. The promotion mechanism of posts is also an important incentive way. The promotion of teachers with outstanding performance can give teachers a greater sense of accomplishment and satisfaction [13].

#### **4.4. Strengthen the Ability of Talent Reserve**

For the problem of hidden loss of human resources, the school management should start from the soft and hard conditions of the school. Hardware conditions are the foundation, and software conditions are the core of talent retention. System is a kind of hard binding force, while organizational culture is a kind of soft binding force [14]. It is the most reasonable to start the project from these two aspects. First of all, the administration section should optimize the management system of the organization, establish the concept of people-oriented management, and regard talents as the assets of the department, so as to prevent the unscientific loss and brain drain. Secondly, taking academic rights as the leading role, knowledge owners and researchers should have a certain say in the internal management of the university [15]. Finally, an effective organizational culture should be built. To build an organizational culture that belongs to the characteristics of the school and matches the long-term development strategy of the school, with a strong academic atmosphere, strong collaborative spirit, harmonious interpersonal relationship and respect for teachers, it can inspire teachers in thought, consciousness and spirit to devote themselves to education with a rigorous teaching attitude, and enhance teachers' sense of identity and belonging to the school. So as to prevent the recessive loss of teachers at the organizational level.

#### **4.5. Open Learning**

When problems arise in the process of human resource management, schools can properly learn from the human resource management methods of well-known foreign universities. At the same time, open learning is also a process of self-improvement and help. After years of exploration, universities in developed countries have formed their own human resource management systems with their own characteristics [16]. It is of great significance to study and learn from foreign experience for the construction of human resource management system in colleges and universities suitable for China's national conditions. This study selects universities in the United States, Germany, the United

Kingdom, Japan, France and other countries as research objects, and finds that the construction of human resource management systems in universities in the five countries has the characteristics of protecting academic freedom, legal system construction, emphasizing participation in management, optimizing institutional environment and so on, which is worthy of students learning and reference.

In the process of learning and imitating, school should retain Chinese characteristics and ensure that the improved management mode is suitable for China's national conditions, so as to solve the existing problems of domestic colleges and universities to the greatest extent.

## 5. Conclusion

The research results show that even though there are a large number of schools in the country with strong teaching teams and teaching resources, there are still many big and small problems in human resource management and talent retention that need to be solved. Therefore, the school need to start from themselves and think about corresponding countermeasures from an objective perspective in all aspects to ensure that the improved management system can meet the needs of most people. After the improvement of the human resource management mechanism, teachers can also have a better experience, sense of accomplishment and sense of during their work, and guide and lead students to explore and learn with a more positive attitude Students can also gain knowledge from teachers, making students' time in school more fulfilling and meaningful, and teachers and students can make progress together. It is also expected that in the near future, more and more colleges and universities can develop in all aspects while improving and supplementing themselves, and make greater contributions to the education cause and talent reserve. At the same time, many other aspects of this study are not sorted out in detail, and more deep-seated internal problems are still to be discussed. In the future, most school will supplement the existing gaps in this research by referring to and sorting out more domestic and foreign literatures.

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