

# Exploration of Human Resource Management in Private Colleges in the International Perspective

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**Keywords:** Human Resource Management; Private Colleges; Personalized Management

**Abstract:** Human resources are important resource calendar Private Colleges and strengthen the country indispensable to the effective development and scientific management of human resources is the key to prosperity of Private Colleges and Universities. In clarify the meaning and function of human resource management on the basis on the status of Human Resources Management to private colleges' analysis, focusing on incentives to private colleges and universities should explain how to improve their employment, to keep people, education mechanism. Finally, private colleges personality management measures.

## Introduction

Human resource capacity refers to the ability of workers to promote the overall economic and social development, including the mental and physical ability to work, broadly speaking, normal intelligence people are human resources, mainly refers to the discussion inside and outside the organization who have the ability to work Sum. Generally speaking, the human resources with the following characteristics:

1. Biological. Which exists in the human body, it is a "living" resource with life, and physiological characteristics of the human nature linked the saying goes: people - living resources. Make full use of its human resources depends on the carrier - who played with biological.

2. Initiative. People have thoughts, feelings; have initiative, but also to have a purpose, a sense of understanding and transforming the objective world. In the process of transforming the objective world, the human consciousness through the actions of the acts, methods and results of analysis, judgment and prediction. Because people with social awareness and dominant position in the society in which production and management, so that human resources have a dynamic role.

3. Timeliness. Its formation, development and use are subject to time constraints. Human capital and physical capital different, it has one-dimensional. Generally speaking, its effective time about 40 years. If not timely development and utilization, with the passage of time will gradually decrease until it disappeared. And a certain stock of human capital, which was put into the process of social reproduction through investment in education, training, etc., it can generate revenue, effective. Without development or utilization of human resources, not the difficult to become effective strength of social development, but also become a drag on economic development and social progress of burden or a "burden."

4. The combination of. The combination of human resources is an important feature. They work together to play a role, does not mean that two separate people and of the role. As may be the case  $1 + 1 > 2$ , and also may be the case  $1 + 1 < 2$ . We need to note that: in the management of work, the cause of the loss of human resources, one work itself, such as enterprise work flow and design does not, the poor working conditions, or the work itself is too tedious and can not satisfy people's high level It needs. In addition, irrational allocation between employees, between employees such as

whether mutual understanding and support, whether harmonious working relationship, will obviously affect the efficiency of the work.

5. Proliferate. Physical capital during use, due to wear and tear, corrosion or damage and other reasons, the efficiency and effectiveness is decreasing, while the human capital not only does not weaken or eliminate the element of capital investment returns diminishing state and economic growth showing income incriminating feature. Lucas economists believe that high human resources to achieve high income, that is, increasing labor income. Make home children "quality" requirements and increase the "quantity" requirement decline, continued investment in human resources, human capital stock increased, thereby improving the economy as a whole benefits. Therefore, human capital has become to promote the "engine of economic growth."

6. Supplementary. High quality human resources that can take advantage of additional capital to provide effective ways and means, and can make up for lack of other capital. Enhancing human capital can replace scarce physical capital, rapidly increasing the total output. Employee knowledge, skills improve, production and management automation not only saves equipment and other physical capital, but also saves manpower, while also increasing output. Importance of human resources:

1. Human resources are the foundation to build the core competitiveness of enterprises is an important factor in promoting industrial structure and industrial development;

2. The development of human resources will help improve people's cognitive ability and moral, it is conducive to new ideas and change lifestyles, to provide intellectual support and spiritual power for enterprise development;

3. Human resources are a special source of survival and development of the organization and remain competitive;

### **Private Predicament Faced by Universities**

**"Family" Management.** Human capital, especially entrepreneur human capital was scarce and the importance of well-known, while private colleges and universities in human resources management, disadvantages. Survey shows that 90% of private colleges and universities have financial management control in the hands of the main family members, senior management staff of about 40% is a close friend or family member. Many college classes in Private Colleges internal management system is not perfect, often by family and friends in any positions in the start-up period, but when the company developed to a certain size was still impossible to escape the "family management" stereotypes, personnel management is still stuck in the "family workshop "type of arbitrary decision-making stage, the direct impact on human enthusiasm for work, hinder the development of universities, such as inbreeding, as also will be degraded, resulting in negative effects: (1)" Insiders "cultural level is not high, the lack of modern management knowledge and management Thoughts on the market economy system and its operation wit poorly understood, leading to high-level decision-making short-sighted, unable to take into account the long-term development strategy, even making mistakes, coming disaster. (2) Family members of the organization so that the whole enterprise was a member of the complex relationship, vulgar, unproductive consumption is formed within the enterprise, it is not easy to have to carry out scientific management and command. Moreover, since the management was in a special relationship because friends and family do not necessarily serve for the sake of business, or there will be pocketed get bad behavior.

**Staff Turnover Serious.** Some private colleges in the recruitment for generous wages, good working conditions to attract talent, a lot of people to realize their aspirations, to join with a passion,

but when it to the unit, the unit is unable or unwilling to honor existing commitments. Some private colleges and universities even have investments related to working conditions and treatment, etc. As additional expenses, the personnel cost pressure is very low. In short, the system of private colleges and universities arrangement, distribution of benefits, welfare and spiritual culture, incentives have problems that make it difficult to retain good employees, job-hopping is common. Private University to increase human capital leads to loss of human capital cost rise; so that the normal teaching order was unsustainable, not only affect the business objectives to achieve, but detrimental to the image of colleges and universities; the impact of workforce optimization, are the backbone of most employees quit, these persons have lost staff to enable enterprises to weaken the old frequency rises; a big psychological pressure on other employees and co-workers have quit due to be left to the employees adversely have a negative impact, so that enterprises have their dissatisfaction with the development of their own loss of confidence.

**Human Resource Management Is Not High.** Then it lacks some private colleges and universities rely on talent development and growth of enterprises have long-term vision for the development of human resources is not high enthusiasm, initiative is not strong, complacent Universities can still barely in time environment based on it, do not want to spend manpower and energy, financial the introduction of high-quality personnel, so that the speed of business development slow down, or even the loss of a rare opportunity for development. Therefore easily lead to job purpose is not clear, appear bloated phenomenon, the so-called human resources management department was just a "decoration", did not play a role, but rather increased the organizational costs. Cause problems of private enterprises in the development of talent is diverse , how to guide individual and private enterprises improve talent management personnel, helping private businesses, rapid and healthy development, is placed in front of us was an urgent task.

### **Personalized Human Resource Management**

Development of Private colleges in general, they face complex market environment, how to solve these difficulties, adapt to the situation, will not be eliminated, I think, the way out lies in the implementation of personalized attention and management. The following Private Enterprises Human Resources personalized management issues from seven aspects:

**A Solid Employment Contract.** Since the reform and opening up, the number of temporary workers, contract workers, part-time staff, consultants, corporate hire quickly soared, was compared with the traditional employment contract, the new employment contract shall take into account the needs of enterprises and employees, rather than simply to enable enterprises to reduce costs, flexible labor and other short-term needs. The author believes that the expectations of the modern employee contract should include human resources in the enterprise have to recognize, labor, job descriptions, including all aspects of corporate culture was described. Unfortunately, in 2003 the employment situation of graduates from colleges of opinion, there are still too many private enterprises or joint ventures after reaching a verbal agreement with the graduates have not signed more formal trial or labor contracts, thereby there have been afraid to go to graduate work, but also not at ease to do, because this agreement was lack of security. So, private colleges and universities to establish a reasonable and effective employment contract for enterprises to recruit people, employers have to have a great benefit.

**Open up the Entrance to Establish an Efficient Mechanism to Retain Talent.** Private Universities particular attention to the candidates during the recruitment process in human resources diploma, education, work experience and age, so many businesses can not be useful to get appointments; and some candidates neither relevant work experience, nor expertise, with the special

relationship and business management personnel into the enterprise, and seriously damaged the company's image and interests; at the same time, it will also be arrested outside talents.

If the level of development of private colleges and universities thought, from a strategic height, and foster human consciousness reserves have Judaic method, only courage, and strive to create mechanisms to attract talent and the environment.

(1) On the introduction of talent, we must first improve talent introduction plan. Manpower planning to keep up with the introduction of the requirements of enterprise development, there must be forward-looking, strategic;

(2) On the introduction of talent to scientific and rational structure, which requires both quantity, but also quality and age to form a ladder, step by step, we must introduce a certain number of people each year; introduce professional talent, the type you want to arts and science, the management was in the proper position on the introduction of reasonable management talents;

(3) In the recruitment process, companies should let the candidates get more objective, detailed information about their positions and candidates have to be doing. As a result, they will choose their own jobs feel more satisfied.

**Good Use of Talent Development, Creating Excellent Employment Mechanism for Educating People.** (1) Establish eclectic that the use of the concept of the time. All kinds of talents, has played to its best period, which is the principle of limitation of talent development. The employer must be timely in order to maximize their effectiveness. To stick with the time, dare to speak unconventional step to step and informal, seniority but without qualifications;

(2) Establish the weaknesses with the concept when it was in. Employing to Personnel, because it can investiture, it was appropriate phase, well spent. Meanwhile, in the use of personnel to consider the reality of human ability and potential. For job responsibilities clear work, it can focus on its responsibilities for its real capabilities, so-called "professional counterparts." For job responsibilities are not clear work, like some innovative work. Opened a new business, we need to give more consideration to human potential;

#### **Design Guide Scientific Staff Career Development and Direction of Development.**

American scholar pointed out that managers should adopt a variety of career development model to replace the traditional career patterns, determined by the employee's own development, continue to enhance their capacity to adapt to the work environment so that employees changing needs . On China's private enterprises, more should pay attention to guide the design and staff career direction.

(1) Depending on the circumstances of employees, design and create a different career direction. In the enterprise management practice, many companies senior management is aware of different career paths pursued by different employees. In the process of enterprise management, senior management must be professional competence of professional and technical personnel as well as their contribution to the enterprise size, a corresponding increase in their treatment and status, rather than forcing a promotion professionals to assume management duties;

(2) Establish a system of competition. Companies can establish an open internal labor market, providing space for independent play professional development of employees. For example, companies establish an internal recruitment system, companies announce vacancies, so that any employee that meet the conditions for the recruitment of candidates, let them find their own jobs, and play their professional expertise. To do so but also greatly reduce the rate of brain drain.

**To Establish a Scientific Evaluation System, Improve the Talent Incentive Mechanism.** The assessment can be divided into "Germany can Examination" and "ground performance assessment" two big items. Germany will, to carry out the assessment on the end of the year, the diligence, and performance assessment on weekdays, and finally Germany, ability, diligence, and achievements

four scores added together to give their assessment of the total score, should establish and improve the assessment as soon as possible on the basis of income distribution and incentive mechanisms and personnel contributions to adapt, to give well-paid remuneration of senior personnel, first-class results and performance to give in return, rewarded for outstanding contributions. Determines specific measures of knowledge, technology, information, management and other production factors participate in the distribution of implementation; study specific measures enterprise managers and business performance linked revenue development; active pilot salary system, stock options, and other forms of distribution.

**To Take Effective Measures to Establish Coping Mechanisms to Prevent the Brain Drain.**

The brain drain is the current problem to be solved, especially some private colleges and universities has almost become a training base, individual units and even a "surplus" phenomenon, more than the inflow and outflow. Brain drain, resulting in the loss of human capital, the great value of the enterprise cultures of energy costs, so the drain.

Many private enterprises in recent years, completely changed the traditional way of work job design, build employee self-management group. In order to retain talent business, while companies should pay attention to the quality of cultural knowledge and skills of employees. Business executives should be based on the skills of employees, for the corresponding work environment, rather than according to the task description, hiring competent staff, should be based on the staff's ability to change tasks, project purpose, that is to say enterprises according to staff the ability to design tasks. On the other hand, have talent in the fierce competition in the market, in order to attract retain talent, companies should change the traditional method of design tasks, duties sculpture using techniques designed to allow employees their employee tasks, in order to retain the best talent.

**To Create a Good Cultural Atmosphere Universities.** Survey showed an outstanding and successful private colleges and universities have a strong campus culture. Campus culture has been considered a key factor in the success or failure of Private Colleges decided to establish an excellent corporate culture and the formation of effective implementation and management of an important way to improve business performance, long-term development of enterprises have a significant role. A cultural origin and universities, with the founder's ideology, entrepreneurial spirit, work style, management style, personality, quality, character and so there is a direct link. Excellent corporate culture, it must be able to ensure that employees have more opportunities to learn and develop new skills cultures. Once formed their own enterprise for culture, allowing employees to accept and integrate into the culture so that employees of the enterprise a sense of belonging and identity. So that employees feel in this culture, they will never have their role, then the company's human resources management was successful in half.

**Incentives to Encourage People to Take Effective**

1 For small and medium private enterprises, strengthen the humane care for employees, give them full attention, and to strengthen the sense of belonging to the corporate identity of employees;

2 Consider the job requirements and employee capabilities and remuneration is appropriately matched up, by working to enrich the content to motivate employees;

3 Work together to create a working group harmony, employees will have to meet social needs, so that employees maintain a good working condition, their full potential;

4 According to the actual situation of enterprises and enterprises may have incentives linked to benefits obtained. For example you can use profit sharing, employee equity plans, gain-sharing plan or profit sharing plan;

**Conclusion:**

Human resources management is the use of modern scientific methods of human thought and behavior for effective management, give full play to people's initiative to achieve business goals, human resource management is to achieve the strategic objectives of business organizations, organizations using modern science and technology and management theory, through continuous obtaining human resources, and its integration and, regulation and development and give them compensation and effective development and utilization of the basic functions mainly in the following aspects: planning, selection, evaluation, motivation, development and deployment. This six functional although different emphases, but not separate, but interrelated and mutually reinforcing, is a cyclic process. With the advent of so-called "knowledge economy" era, HRM close contact with its internal human factors and the importance of making it more obvious each day. In short, the teacher's needs are diverse, under different circumstances in different periods of teachers needs are different, so the implementation of the incentive scheme shall vary with the time shift; the same enterprise or different enterprises are different levels of management appropriate incentives measures are different.

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