

On the Core Value and Realization Path of People-oriented Management in Personnel Management in Colleges and Universities

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Abstract—People-oriented management is the core of personnel management in colleges and universities. It emphasizes care for people and aims at respecting people and arousing their enthusiasm. The particularity of the main body in colleges and universities and the new features of competition in colleges and universities determine that people-oriented management is the fundamental method of personnel management in colleges and universities. To this end, this paper uses literature, expert interviews, questionnaire and other methods to explore ways that can stimulate people's creative potential in the process of personnel management in colleges and universities from the aspects of personality orientation, creating the atmosphere of respect for people, and using scientific incentives.

Keywords—Core Value; colleges and universities; personnel management; people-oriented management

I. INTRODUCTION

Personnel management in colleges and universities is one of the core contents of management in colleges and universities. The management theories, methods and means in colleges and universities are all reflected in personnel management. With the progress of social civilization, humanistic care in management is becoming increasingly important. Therefore, among various management theories and methods, people-oriented management method has become the fundamental method that should be followed in personnel management in colleges and universities.

II. PERSONNEL MANAGEMENT AND PEOPLE-ORIENTED MANAGEMENT: CONNOTATION AND RELATIONSHIP

Personnel management in colleges and universities refers to the activities of planning, organizing, coordinating, directing and supervising personnel recruitment, allocation, assessment, rewards and punishments, training and other tasks in colleges and universities. By using the principles and methods of personnel management, it ensures the normal development and efficient operation of teaching, scientific research and other work in colleges and universities and takes the relationship between the vast number of teaching and administrative staff and teaching, scientific research, management and other auxiliary teaching activities as an object.

Personnel management in colleges and universities has its own distinctive characteristics in management object, management function, management content and management mechanism. From the perspective of management object, personnel management in

colleges and universities mainly focuses on various high-level specialized talents; from the perspective of management functions, personnel management in colleges and universities is mainly to effectively develop and rationally utilize existing human resources, to ensure the smooth completion of teaching, scientific research and management in colleges and universities; from the perspective of the management content, both teaching and scientific research work are creative and complicated tasks, which must give full play to the initiative and enthusiasm of each person; from the perspective of management mechanism, the object of personnel management in colleges and universities often has higher academic achievements and social prestige than the main body of management [1]. Personnel management in colleges and universities is often intertwined with various academic activities such as teaching and scientific research. Therefore, administrative orders cannot be emphasized in term of management methods, but the democratic style should be attached importance and the enthusiasm of the vast number of teaching staff should be fully mobilized by using incentive mechanisms.

The people-oriented management is a kind of modern management thought. It emphasizes that managers must take people as the core and fully mobilize people's enthusiasm as the foundation, so as to improve management efficiency and achieve the expected goals. From the Theory X put forward by the famous management scientist Taylor, to the Theory Y proposed by Mayo, and to the Theory Z by Ouchi, the core content is always people. Although their people-oriented management thoughts define people as "economic people", "social people" and "complex people" from different levels, they all focus on "people", emphasizing that all management cannot be separated from people, and all management theories cannot be separated from the study of people.

The idea of people-oriented management has the following obvious characteristics. First, people-oriented management emphasizes the satisfaction of human needs in the guiding ideology of management, which believes that management should be people-oriented and the ultimate goal of management is to achieve and promote the satisfaction of human needs. Second, people-oriented management emphasizes respecting, understanding and caring for others in the management process, and advocates mobilizing the initiative of the objects to participate in the management process through inner incentive, so as to achieve the harmonious unity of management through the equal exchange, communication and mutual support between the subject and object of management. Thirdly, the method of people-oriented

management pays attention to the goal of management through education and guidance. Fourthly, people-oriented management pays attention to the improvement of managers' self-cultivation, requiring managers to treat others with courtesy, treat people with virtue, and influence the objects by setting an example.

Obviously, the core content and ultimate aim of people-oriented management and personnel management in colleges and universities are the same. They are all people-centered, mobilizing and bringing into play people's enthusiasm and creativity, and pursuing the best effect of accomplishing their work tasks.

III. PROBLEMS IN ECO-TOURISM DEVELOPMENT

Personnel management in colleges and universities occupies an important position in the management of colleges and universities. It is a process in which the subject exerts influence on object and regulates the management object under certain environment and conditions. Due to the broad horizontal and long vertical scope of personnel management in colleges and universities, the level of personnel management and the success or failure are directly related to the success or failure of the university's overall work. Personnel management in colleges and universities must conform to its own characteristics [2]. All thoughts, concepts, methods and means in personnel management must be determined by the object and environment of personnel work in colleges and universities. In various management thoughts and practices, people-oriented management is the core of personnel management in colleges and universities.

First, this is determined by the new features of competition among universities today. In the era of knowledge economy, the main competition between colleges and universities will no longer be the competition of regional environment and economic treatment, nor the competition of university facilities, funds and traditional university running, but the competition of talents. Therefore, the core of the management in colleges and universities should be personnel management, while the core of personnel management is people themselves. Personnel management in colleges and universities in our country has changed from traditional plan management to modern independent management. The thoughts and methods of personnel management have also gone through the evolution from traditional to modern, from focusing only on superior administrative orders to researching internal management methods. Among them, the understanding of people has also changed from man of the school to social people. Personnel management in colleges and universities has also changed from administrative management to people-oriented management, gradually establishing the people-centered management mechanism and putting forward the people-oriented management thought of "retaining people with good salary, care, emotion and entrepreneur spirit". This kind of management thought has become the basis of personnel management in modern colleges and universities.

Secondly, this is determined by the particularity of the main body of colleges and universities. On the one hand, colleges and universities are places where senior intellectuals gather, and they are a special group. University teachers are quick-minded, with professional and academic work content, the individuality of work methods, the continuity of working hours,

and the creativity in work. On the other hand, due to the important task of training talents, every manager and managed person is an educator at the same time [3]. The duality of this kind of management as well as the high-level characteristics of both the subject and the object of personnel management determine that personnel management in colleges and universities cannot simply adopt a rigid system, but must respect people, understand people, educate people, cultivate people and care about people, and consciously use people-oriented management methods. Especially from the perspective of the working characteristics of university teachers, the work object of teachers is human beings, and the work of teachers is a kind of creative work. There are no specific restrictions on the time and space, and the results of their work are not comparable with reality. Therefore, some rigid rules and regulations can hardly adapt to the requirements of personnel management in universities. The high quality of teachers makes them generally have strong self-esteem and desire to express themselves. Their need for respect is higher than that for material things, and their need for realizing self-worth is higher than their pursuit of money. Therefore, personnel management in colleges and universities should fully reflect the emotional characteristics and move from simple system management to people-oriented management that pays attention to human feelings.

The special micro-environment in colleges and universities makes the personnel management also have its particularity. Colleges and universities have a strong academic atmosphere. Under this background, the personnel management system, as part of the administrative management system of colleges and universities, can only play an implicit function. It cannot directly play a role in the non-administrative implicit management system that exists in colleges and universities according to the academic status of its members. However, in colleges and universities, this kind of implicit management system sometimes cannot be underestimated. Therefore, in view of the non-unique administrative nature of power sources in colleges and universities, that is, the multiple characteristics of power sources, managers cannot use traditional management methods to carry out personnel management in colleges and universities. They should abandon the simple method of using systems to control people and using orders to control people, and actively adopt the advanced concept of people-oriented management.

Finally, the people-oriented management is more urgent for the disadvantaged colleges and universities which are restricted by geographical and other inferior factors. The attraction of colleges and universities to teachers is a combination of comprehensive factors (such as economic conditions, comprehensive ranking of universities, university management and climate), which can be divided into two parts that are hardware and software. For those weak universities with hardware disadvantage and thus classified as the "third world", to retain and attract talents, they must make full use of their strengths and avoid weaknesses, fully tap their inherent advantages in the human environment, and pay special attention to the creation of a spiritual soft environment. Therefore, human-based management has become the most effective management measure.

IV. APPLICATION OF PEOPLE-ORIENTED MANAGEMENT IDEA IN PERSONNEL MANAGEMENT IN COLLEGES AND UNIVERSITIES

A. *Fully Understanding People's Needs and Accurately Identifying Human Nature*

All managements need to accurately identify the human nature of the management object, and the premise is to fully understand the needs of people. The object of personnel management in colleges and universities is a specific group. People-oriented management should first fully understand the needs of this special group. Psychologist Maslow divides people's needs into different levels from low-level to high-level. Only when a person relatively meets the needs of low-level can he or she develop to the higher-level needs. The modern view of human nature-- "target person" also reveals that human beings have an inherent internal incentive to realize their own goals in an all-round way and form new goals. The significance of human work and the value of life lie in continuously forming and realizing their goals, thus continuously promoting their own development [4]. According to this theory, managers must start from the specific object of personnel management in colleges and universities, and make a special positioning for the management object.

The first aspect is the timing. Our country's colleges and universities have gone through different development periods. Due to the great differences in economic development levels in different periods, there are also differences in the demand levels of teachers. From the early days of the founding of the people's Republic of China to the reform and opening up, it was basically the pursuit of satisfying their own basic living conditions. The needs of the vast majority of people in colleges and universities were at a lower level. With the continuous development of economy, the conditions for running universities in colleges and universities have improved qualitatively, and the income level of teachers in colleges and universities has been continuously improved. Especially after most colleges and universities have implemented the on-campus job subsidies system, the basic living conditions of teaching and administrative staff have been met. The current demand must be at a higher level. Therefore, people-oriented management in colleges and universities should be carried out according to these specific situations.

The second aspect is the hierarchical positioning. The composition of personnel in colleges and universities is complex, and the level span of personnel quality is unparalleled in other units. Therefore, the people-oriented management in colleges and universities should be oriented according to different levels. The lower level should be mainly identified as "economic man" while the higher level should be identified as "social man". According to the personnel of different levels, the corresponding means and methods of people-oriented management can be determined in order to achieve the expected management effect.

The third aspect is the orientation of characteristics. Since colleges and universities are places where intellectuals gather, the demand characteristics of intellectuals constitute their most important human characteristics. Their demand at the low level is not necessarily as specific and strict as Maslow's description. The pursuit of material living conditions is often not their most

important needs, and they focuses on the pursuit of spiritual satisfaction, as well as the realization of ideals and beliefs, that is, the demand at the level of self-fulfillment. Therefore, the guiding ideology of personnel management and various specific measures should pay attention to reflect this feature.

B. *Creating an Atmosphere of Respecting people and Arousing the Enthusiasm of Teachers*

One of the most important principles in the people-oriented management idea is the principle of respect. The respect and trust of managers to the teachers is an important factor to arouse the enthusiasm of teachers. Psychological research shows that when the need for respect is not met, people will feel self-abased and unhappy and they will have contrasting feeling for managers. It is one of the important tasks of personnel management in colleges and universities to set out from respect and create a happy psychological environment.

First of all, according to the non-restrictive characteristics of teachers' work in time and space, teachers should have greater freedom in management. For various rules and regulations, especially in teaching and scientific research work, managers should give teachers more freedom to create. They should often advocate rather than prohibit, encourage rather than criticize, and consider more teachers' humanistic needs, so as to help teachers give full play to their creativity and enthusiasm.

Secondly, people engaged in personnel management should respect the opinions of teachers, reflect the will of the vast number of teaching staff, adhere to the principle of democratic management, and allow the vast number of teaching staff to participate in the decision-making process and the formulation of various rules and regulations, managers should especially listen to and respect the opinions of experts, increase the scientificity and identity of decision-making objectives, provide conditions and basis for teaching staff to move from passive management to active participation in management, and maximize their enthusiasm, initiative and creativity.

C. *Scientifically Using Incentives to Stimulate People's Creative Potential*

Today's society is highly competitive. Competition can stimulate people's potential, and incentive measures are effective means to create a competitive atmosphere. The principle of incentive is the core of people-oriented management. People-oriented management idea thinks that the principle of incentive is the most effective management method when people pursue to meet high-level needs. The needs orientation and human orientation of this special group in colleges and universities determine that personnel management in colleges and universities should make full use of incentives to stimulate teachers' creative potential. The principle of incentive has its own regularity and must follow certain principles, that is, the standardization principle, system principle, linkage principle, fairness principle, innovative principle of incentive method and the maximization principle of incentive effect. According to these principles, based on the needs of different groups in colleges and universities, different incentive methods can be adopted. The following methods can be adopted currently.

The first is the goal incentive. In the specific work, setting scientific and reasonable goals, can unite teachers, inspire them, and mobilizes teachers' enthusiasm for work.

The second is emotional incentive. To be specific, managers and the subordinates communicate with each other emotionally, in order to deepen understanding, enhance cooperation, strengthen cohesion of the group, and make each member have a strong sense of belonging. If it is still influenced by the regional disadvantage and the university level, managers should make full use of emotional incentives so as to attract people with emotion, employ people with emotion, and retain people with emotion. Only in this way can good results be achieved.

The third is the incentive method of rewards and punishments. Rewards and punishments can clearly encourage the pioneers and encourage those who fall behind [5]. When applying this incentive method to personnel management in colleges and universities, attention should be paid to giving priority to rewards. This is the case of the job subsidy system currently being implemented in most colleges and universities across the country. Under the premise of ensuring the interests of lower-level personnel, a high-level subsidy system should be implemented for academic backbone and leaders in their chosen fields of learning to create an incentive atmosphere. It is certain that rewards and punishments should include material rewards and spiritual rewards. In the specific environment of colleges and universities, attention should be paid to both material rewards and spiritual rewards.

The above-mentioned methods are only some main methods. In addition to these methods, there are such methods as respect incentive methods, participation incentive, belonging incentive, example incentive, crisis incentive, etc.

D. Establishing a Scientific Evaluation Mechanism and Implementing the Management Method of Coupling Hardness with Softness

Scientific evaluation mechanism is an effective guarantee for the implementation of people-oriented management in colleges and universities. In people-oriented management, justice and fairness are the basis of management. Only an evaluation mechanism based on the foundation of fairness and fairness can be a scientific evaluation mechanism. The most basic system of personnel management in colleges and universities is the index management system like the index system for the application and evaluation of teachers' professional titles, the index system for the annual assessment of teaching staff, the post target assessment system, the evaluation system for scientific research achievements, the evaluation system for teachers' teaching quality, the assessment and appointment as well as removal of cadres, etc. All kinds of index systems must reflect the spirit of equality in treating teachers. Psychological research shows that people generally compare their input-reward ratio with those of other members of the group. If it is reasonable, they will feel fair; otherwise they will feel unfair. In a group, the sense of fairness of its members is the key to the cohesion of the group, and the sense of fairness directly affects the exertion of individual enthusiasm. In colleges and universities, teachers' awareness of fairness is especially strong. Personnel management in colleges

and universities should pay full attention to the fairness of various index systems. The scientific, reasonable and humanistic system will undoubtedly enhance their sense of identity in implementation. In terms of specific operations, attention should be paid to the extensive participation in the formulation of the management system, the timeliness of system revision, the objective analysis of evaluation results, the flexible analysis of rigid systems, and the unity of principle and flexibility. In the current reform of personnel distribution system in colleges and universities, more focus should be put on the humanistic spirit in the implementation of rigid system.

E. Improving the Quality of Managers and Giving Full Play to the Role of People-oriented Management

All good systems depend on the double support of excellent managers and outstanding subordinates. One of the obvious characteristics of people-oriented management idea is that its implementation effect is restricted by the quality of the executors. Personnel management in colleges and universities should not only have scientific theories, methods and relevant scientific knowledge for guidance, but also need managers to be engaged in this subject to acquire corresponding qualities [6]. The system is implemented by people. Without certain theoretical level, strong working ability and management level, the best effect of the system cannot be brought into play. At present, the personnel management workers in colleges and universities should have the following basic qualities when applying the idea of people-oriented management in colleges and universities, namely, systematic scientific and cultural knowledge and rich scientific management knowledge, good psychological quality, good expression ability, management ability, research ability and innovation ability, good interpersonal coordination skills, etc.

F. Understanding the Connotation of People-oriented Management and Paying Attention to Gather Practical Experience

The connotation of people-oriented management is very rich. It is not a kind of management idea, but the general name of various management ideas. It is continuously supplemented and perfected in practice. Managers should not only take the advanced side of people-oriented management idea, but also abandon its limitations [7]. Colleges and universities are essentially different from administrative units and enterprises. The principles and methods that are generally applicable to other management objects are not necessarily applicable in this particular environment of colleges and universities. The principles and methods used in the past are not necessarily applicable now. The methods applicable to one aspect in colleges and universities may not be able to be applied to other fields. In personnel management, managers should stick to the concrete analysis of specific problems and combine the theory of people-oriented management with the reality of personnel management in colleges and universities, so as to integrate theory with reality, and ensure that personnel management in colleges and universities is progressing with each passing day and continuously adapting to the needs of the development of higher education in our country.

V. CONCLUSION

Personnel management in colleges and universities is one of the core contents of management in colleges and universities. People-oriented management is the core of personnel management in colleges and universities. It emphasizes care for people and aims at respecting people and arousing their enthusiasm. The particularity of the main body in colleges and universities and the new features of competition in colleges and universities determine that people-oriented management is the fundamental method of personnel management in colleges and universities. To this end, this paper explore ways that can stimulate people's creative potential in the process of personnel management in colleges and universities from the aspects of personality orientation, creating the atmosphere of respect for people, and using scientific incentives.

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