

A Study on the Motivational Approach of Higher Education in China



Bo Zhang Tingting Yang

中国高等教育
激励机制研究



冶金工业出版社
www.cnmp.com.cn

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Beijing

Metallurgical Industry Press

2017

图书在版编目(CIP)数据

中国高等教育激励机制研究 = A Study on the
Motivational Approach of Higher Education in China;
英文/张博, 杨婷婷. —北京: 冶金工业出版社,
2017. 1

ISBN 978-7-5024-7404-1

I. ①中… II. ①张… ②杨… III. ①高等教育—
激励制度—研究—中国—英文 IV. ①G649. 2

中国版本图书馆 CIP 数据核字(2016)第 311066 号

出版人 谭学余

地址 北京市东城区嵩祝院北巷 39 号 邮编 100009 电话 (010)64027926

网址 www.cnmp.com.cn 电子信箱 yjcb@cnmp.com.cn

责任编辑 俞跃春 杜婷婷 美术编辑 杨帆 版式设计 彭子赫

责任校对 王永欣 责任印制 李玉山

ISBN 978-7-5024-7404-1

冶金工业出版社出版发行; 各地新华书店经销; 固安华明印业有限公司印刷

2017 年 1 月第 1 版, 2017 年 1 月第 1 次印刷

148mm × 210mm 1/32; 3.5 印张; 103 千字; 98 页

23.00 元

冶金工业出版社 投稿电话 (010)64027932 投稿信箱 tougao@cnmp.com.cn

冶金工业出版社营销中心 电话 (010)64044283 传真 (010)64027893

冶金书店 地址 北京市东四西大街 46 号(100010) 电话 (010)65289081(兼传真)

冶金工业出版社天猫旗舰店 yjgycbs.tmall.com

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Preface

Economic globalization and the rapid development of society to higher education has brought new opportunities. China has been elite education stage into the mass higher education stage. Faced with the new structure of higher education, human resources and institutional structure of the university also requires a corresponding adjustment.

Chinese universities generally carried out a new round of school management system to improve teaching quality and efficiency. Meanwhile, take a variety of incentives in particular through the implementation of allowance system. It is acknowledged that these measures implemented distribution system reform has achieved some success and touched the traditional management mode, initially mobilize the enthusiasm of teachers, to stabilize the team, to avoid brain drain. But it is undeniable that, due to the stimulus, defect incentives, the effectiveness of the existing incentives are falling, or can not continue to effectively play the role of incentives. So this book focus on the nowadays motivation of teachers in the organization of universities, put the needs as a research perspective window, from the psychology view, management view, economic view and analyze the problem of modern incentive theory key. Evidence - based, resource allocation as starting point, from the secondary school leaders in decision - making, teachers subjective well being emotion as medium and

fair perception to realize the teacher career and professional prompting behavior in order to seek a better performance and accomplish the career satisfaction of teachers in the university. The teacher of environmental factors, internal factors, the performance of the three study variables used in teacher incentive to integrate research, fully reveal the substance of teacher incentives.

In this book, we choose teachers of some universities as the object of study teacher incentive issue, first at home and abroad review of incentive theory, followed the sample surveys required by descriptive statistical analysis, summarized the current hierarchy of needs of teachers as well as the features and by encouraging the effectiveness of existing incentive measures, this book discusses the mechanism to meet the needs of teachers, and the main factors affecting the demand for teachers to conduct a detailed analysis; with empirical results, reveal the general law of teacher incentive to construct teacher incentive model, establish the relative number of target incentive and motivation factors, case analysis, model validation and consistency of results; on this basis, seek effective and sustained motivation universities specific ways teachers proposed integration path Chinese university teachers incentives.

This book consists of five chapters:

Chapter 1: Introduction. Question to be studied in this book to explain the purpose and significance of University Teachers Incentive; Clear the content of this book, the method to show ideas of this book.

Chapter 2: Theoretical Summary of This Study. To review and summarize the existing theory of motivation. Through literature re-

view and analysis of the status of teachers incentive theory research, discuss existing research in this study and bring inspiration proposition.

Chapter 3: The Research Model and Hypothesis. Introduction the research model and hypothesis, the questionnaire design, sample selection, questionnaire distribution and recovery situations.

Chapter 4: Empirical Study. Stated questionnaire reliability and validity of test results; numerical statistical analysis according to the questionnaire, teachers need hierarchy of needs leading universities and summarize the current characteristics; selecting variables studied, combined purpose of this study regression analysis, determine the dependency between the independent variables and the dependent variable and its closeness.

Chapter 5: Conclusions. Based on the previous research, this chapter summarizes the conclusions drawn: Teachers demand diversity, tendentious, besides dominant position on spiritual need of teachers, meanwhile the material need of university teachers is still a major need. So meet the demand is the key to motivation. Teacher enthusiasm from factors such as environmental resource allocation, motivating force leadership decision – making, subjective well being, fairness factors and previous job performance. Improved confinement constraints to meet the reasonable needs of teachers is to protect teachers continuing incentives. According to this conclusion, this book presents the recommendations of teachers continued incentive: teacher professional development system innovation; teacher professional development self – positioning; and continuous dynamic work flow of

teacher incentive design.

This book is the result of “Research on the development of small and medium sized enterprises in the supply side structural reform” project. The project’s number is 16230062.

This book is the result of “Study on the mode of economic development of Mu – Sui area in the Belt and Road Initiative background” project. The project’s number is 151117.

Bo Zhang, Tingting Yang
September, 2016

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Chapter 1 Introduction

Section 1.1 The Purpose of This Study

Unlike most companies, at the university, teachers need to allocate limited energy to teaching and research work, its incentive contract design is relatively complex. Based on this difference, this book put this important group of university teachers as an object of study. Until recently, there was little agreement among researchers about how best to investigate why people choose teaching in the university as a career. A body of research had identified motivations broadly categorized as intrinsic, extrinsic and altruistic, as more broadly inside and outside. In the theory review, Brookhart and Freeman (1992) conclude that "altruistic, service - orientated goal and other intrinsic motivations are the source of the primary reasons entering teacher candidates report for why they chose teaching as a career." After choosing teaching as a career, what kind of elements maintain to keep on interested in the choice of the organization. So this book use of scale, experiments, questionnaires were analyzed research incentives in information processing and the corresponding groups influence decisions, the subjective well being of teachers and psychological preferences as the perception of equity, pick up all of the three aspects to evaluate the intrinsic reason or incentive design of the motivation model and take internal resource allocation as the extrinsic reason or incentive design of the motivation model in order to understand the university of incentive elements, which stimulate innovation of university teachers, create value and improve the effectiveness of human resources with a positive and important role.

From the analysis of needs, we turn to focus the development frameworks

of teachers' motivation with explanatory power.

Through the effectiveness of empirical analysis of existing incentive measures, we want to reflect. Teachers in Chinese Universities actual incentive effects of incentive mechanism in order to reveal motivation indeed and mobilize the enthusiasm of teachers. Meanwhile to find out other factors influence on the motivation.

Based on these empirical studies, to construct a satisfactory Incentive Model of higher education for teachers working in Chinese Universities.

The most important issue to deal with competition between talent in the Chinese Universities and Foreign Companies is motivation. A suitable incentive design can stabilize talent and reduce the turnover rate of the university.

Because colleges and universities personnel management policies lags behind, the flow of employee, assessment, incentive competition mechanism has not yet formed, centralize on material incentives less on spiritual motivation, lack of effective competition mechanism, causing the incentives can not continue to play the effective role, so analyze the needs, establish and improve the incentive mechanism of colleges and universities can attract talent, mobilize the enthusiasm of teachers.

Within the field of motivation and career choice, the educational, vocational and other achievement – related choices are directly impacted by one's abilities, beliefs and expectant for success and the value one attaches to the task on the other. We also want to focus on the reliable test approach to reveal the real motivation of the teachers in Chinese University and know whether this motivation appear on their real behaviors. From the higher level solve the problems on lack of the professional management in human resource further more develop the ability on practice.

Section 1.2 Research Content and Methodology

1.2.1 Research content

This research will be twofold. On the one hand, there will be a literature re-

view on motivation and concerning the education in general, mostly based on China research. On the other hand, there will be a practical focus on the application involved in universities of China through the built factors of motivation. The practical part of my research is based on in - depth interviews with subject mattering experts, such as university president, department head and teachers. And then give the questionnaire of every part of the model to test further gather the result. Finally there will be a conclusion and recommendations, based on the research problem and questions and the final analysis.

1.2.2 Methodology

Data gathering: In order to gain empirical evidence, many forms of data gathering can be used. Include quantitative and qualitative data.

Data analysis: Amos, SPSS statistics 21.

Descriptive Analysis: descriptive analysis the basic characteristics of the sample using the mean of the variables (Mean), standard deviation (Standard deviation), percentage (%), and other data to describe the characteristics of the survey sample. For continuous variables such as age, job title salary and compensation, and environmental factors variables use the descriptive statistics.

Correlation Analysis: Study objective phenomenon does exist between (two or more variables), but the number of manifestations of uncertainty. Given the interdependence of statistical methods, with an index (correlation coefficient) to indicate dependencies between variables. Correlation analysis for different intrinsic relationship between variables and factors to determine their degree of correlation.

Regression Analysis: British statistician Dalton (E Gallion) proposed, based on objective phenomenon (of two or more variants), specific form of correlation does exist between the amount, select an appropriate mathematical model to approximate expression the average change in the relationship between variables. Regression Analysis for the dependent variable and the