

**RESEARCH ON THE IMPACT OF IMPROVING EMPLOYEE
COMPENSATION MANAGEMENT SYSTEM ON EMPLOYEE
SATISFACTION—TAKE SHANDONG UNIVERSITY OF
ENGINEERING AND VOCATIONAL TECHNOLOGY
UNDER THE KEVIN EDUCATION GROUP
AS AN EXAMPLE**



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Abstract

The number of private education entities has increased year by year, and the competition in the private education industry has become increasingly fierce, while the treatment of faculty and staff in private colleges and universities is uneven. How attract talents, motivate talents, protect talents, and retain talents in a severe industry environment is the guarantee of private education. Competitiveness, is an important issue facing sustainable and rapid development. In the research, it was found that the university has problems such as an unreasonable salary structure, a low proportion of basic salary in the salary system, and imperfect performance appraisal in conjunction with salary. Most employees are dissatisfied with their salary, which is mainly manifested in unreasonable performance appraisal, inability to well reflect on the differences between disciplines, serious "big pot rice" phenomenon of administrative staff, and inability to motivate employees' work enthusiasm and creativity.

Keywords: salary management, salary structure, employee satisfaction.

Introduction

China is in a period when the planned economic system is transferred to the market economy system. Due to the differences in economic development, political culture, and historical traditions, the development of the market economy system has not yet matured (Li, 1997). On the one hand, the current salary system of colleges and universities still has a planned economy, that is, the distribution model is single, the

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management system is rigid, and the reform of the social security system is lagging. On the other hand, Chinese universities are facing dual competition in the domestic and international talent market, and teachers' treatment lacks competitiveness in the talent market. Therefore, college teachers have become the focus of talent competition. In short, during the period of integration of the two economic systems, Chinese universities faced the challenges of fierce competition for global talents. This challenge put forward the necessity for the reform of the salary system of Chinese universities. At the same time, the "science and education" strategy (Ke & Jiang, 2014) implemented by the state provides possibilities for the reform of the salary distribution system.

Teachers are the core resources of the education industry (Ke & Jiang, 2014). The perfect human resources management system is conducive to creating a positive and stable team of teachers. Salary management, as an important part of the entire human resource management system and the organizational operation and change process, jointly constitutes an important cornerstone of the company's mission, vision, and strategic goals with other human resource management functions. Scientific and effective compensation management can not only enable enterprises to retain and use people, but also continuously encourage employees to actively improve the skills and capabilities required by work to improve work efficiency at the same time, and finally achieve the strategic goals of the enterprise (Chen, 1995).

Although my country's universities have been continuously reforming for many years, it is still not perfect. Especially in my country's private universities, want to follow public schools to "follow the current" and strive to get a cup of the rise of the education industry today (Wang, & Wu, 2014). They also want to use their own. The identity reform and innovation of private colleges and universities take the road of private education. In general, private universities in my country are in the stage of touching the river. The starting point is low and social recognition is not enough. It is the main problem existing in private universities at this stage. Because of these main problems, many issues have been induced in school management, talent introduction and management, and education and teaching model reform (Fu & Wu, 2007).

Objectives

Through studying the Shandong University of Engineering and Vocational Technology set up by Kevin Education Group, studying its 2019 release and following the management measures for salary remuneration so far, and the management measures for the scheduled salary and fixed-time salary, analyzing its structure, salary level, promotion of promotion, promotion, and promotion. The management model (Zhang, 2014) shown by channels and other aspects, through the analysis of its salary sheet in January, February, and April 2022, objectively shows the characteristics of the private higher education universities in the field of human resources management. The trend and the problems generated, through the wages of the administrative management post and teaching training post horizontally, show their characteristics of focusing on teaching operations and despising school administrative management; The promotion of private colleges and universities has caused the disadvantages of serious talent loss. Through the interpretation of their

post salary, it understands that its surface looks complete and fair, and reasonable, but it is empty. Through the analysis of the salary management system of this instance (Miao, 2016), through the interpretation of data such as basic salary, salary, performance salary, social security salary, and other welfare benefits in their teachers' salary, understand the current reform situation Management follows the times and the advantages and disadvantages of advancing with the times.

By analyzing its salary management policies and understanding (Li, & Shen, 1997) its development trends: both want to keep up with the pace of reform of national colleges and universities, vigorously develop teaching, attach importance to the training of teaching talents, broaden the promotion channels, but also want to save labor costs. The importance of talent is forced to reduce the salary gap between the levels of capital; both want to use the advantages of private colleges and universities to flexibly set performance salaries to show the concept of distribution and work in the school (Miao, 2016). The pioneer of the huge wage system reform has not been accepted by everyone and must implement the principle of average distribution under the guise of flexible distribution of their tables, making the enthusiasm and creativity of faculty and staff.

Scope of the Study

Select the Shandong University of Engineering and Vocational Technology set up by Kevin Education Group as an example. The 660-teaching staff in the school is a research object to survey satisfaction. Among them, on-site investigations were conducted to conduct investigations on satisfaction with the school's current salary management system and to focus on the results of the survey as a focus.

Research Significance

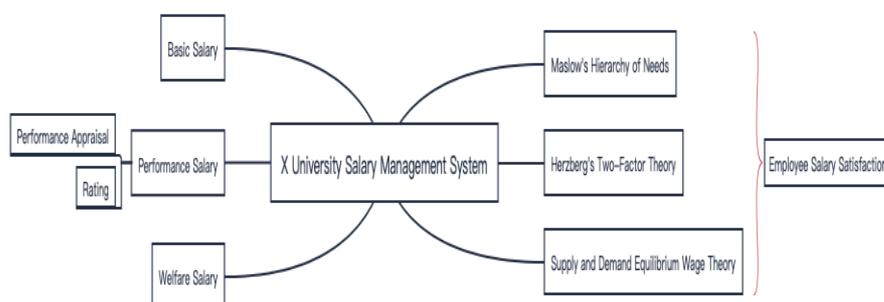
With the deepening reform of my country's private university systems, the re-design of the human resources management system of private universities has been increasingly valued, and the reform of the salary system is one of the important links in it (Miao, 2016). Do a good job in the reform of the salary system of private universities, the salary management system that is in line with the characteristics of private universities and the salary management system that adapts to it, rationalizes wages, overcomes the balanced in wage distribution, and mobilizes the enthusiasm and innovation of teaching staff of private universities. It has important practical significance to enhance the development strength and competitiveness of schools (Zhang, 2014).

Competition between colleges and universities in my country is becoming increasingly fierce, and colleges and universities have received widespread attention. Salary is not only an important leverage to strengthen the construction of college teachers, but also affects the vital interests of college staff, affecting the work satisfaction and enthusiasm of college staff. A good and standardized compensation system can enable colleges and universities to increase the satisfaction of college staff on salary without increasing other additional burdens. Therefore, how establishing a complete university compensation system (Li, & Shen, 1997) is of great significance to the development of universities. At present, the reform of the salary system of

colleges and universities is still in the exploration stage, and there are still many problems in the process of development. Only by objectively analyzing the status quo of the salary system of colleges and universities, fully absorbing the salary reform experience of colleges and universities at home and abroad, and a target to reform and improve the salary system, can it provide strong support for the advantages of colleges and talents to gather and exert talent. It is better to be better. Implement the strategy of strengthening the talent school.

Theoretical framework

First, the salary management system of the Shandong University of Engineering and Vocational Technology consists of three parts: basic salary, performance salary, and welfare wages, and performance wages through performance assessment and evaluation. At the same time, we used Maslow's demand theory, and Herzberg's two-factor theory balance theory (1986), and analyzed the salary management system of Shandong University of Engineering and Vocational Technology through these theories. The effects of quantitative results and theoretical inferences can obtain the impact of the reform of the salary management system on employee satisfaction



Literatures Review

Salary management (Adam, & David, 1895): Salary management is a dynamic management process of determining, distributing, and adjusting employee salary payment principles, salary strategies, salary levels, salary structure, and salary composition under the guidance of organizational development strategies. Compensation management should serve to achieve the goal of compensation management. The goal of compensation management is established based on the human resource strategy, and the human resource strategy is subordinate to the enterprise development strategy.

Salary structure(Alfred, 1956): Salary structure includes the design of the salary system and the daily management of salary.

The salary system design mainly includes salary level design, salary structure design, and salary composition design; the daily management of salary is a cycle

composed of salary budget, salary payment, and salary adjustment. This cycle can be called the salary cost management cycle.

Salary design is the most basic work of salary management (Marshall, 1992). If there are problems in salary level, salary structure, salary composition, etc., enterprise salary management can't achieve predetermined goals.

Salary budget, salary payment, and salary adjustment are the key tasks of salary management, and the daily management of salary should be strengthened to achieve the goal of salary management.

After the compensation system is established, we should pay close attention to the problems existing in the daily management of compensation, adjust the company's compensation strategy in time, and adjust the compensation level, compensation structure, and compensation composition to achieve efficient, fair and legal compensation goals, to ensure the realization of the company's development strategy (Ed, 1971).

According to the understanding of salary in the narrow sense, salary management refers to the micro-management of enterprise wages (Adam, & David, 1895). It is the flexible use of various methods and means by the enterprise within the allowable scope of the state's macro-controlled salary policy to formulate various incentive measures and rules and regulations. To implement the distribution of salary differences according to work, that is, to formulate a fair, open, and just salary system. Compensation management is not only limited to the allocation of "labor" but how to improve employee satisfaction by strengthening internal compensation. Compensation is an important part of human resource management.

The so-called salary satisfaction (Herzberg, 1931) refers to the psychological state of employees after comparing the economic and non-economic rewards of the company with their expectations.

In a broad sense, it is an attitude of employees to all the rewards for their labor; from the perspective of the market, it is the psychological attitude caused by the price of human resources to employees; from the perspective of distribution, it is whether the return of the enterprise to the elements of human resources is Meet the psychological expectations of employees.

Employee salary satisfaction is a relative concept (Herzberg, 1931). It is generally believed that exceeding expectations means satisfaction, meeting expectations means basic satisfaction, and falling below expectations means dissatisfaction.

The higher the employee's salary satisfaction, the more obvious the incentive function of the salary, the employee will work harder, and often get the affirmation and appreciation of the company's leaders, to get a higher salary, thus forming a virtuous circle, and the company may retain More great staff (Skin, 1996). On the contrary, it will form a vicious circle, resulting in brain drain. The working attitude of employees directly affects the effectiveness of production and operation, and the salary satisfaction of employees directly affects their work attitude. Salary incentive is to fully motivate and give full play to the ability of employees while ensuring the basic life of employees, to improve the economic benefits and market competitiveness of enterprises.

The determination of an enterprise's salary level (Ke & Jiang, 2014) is related to many aspects such as the enterprise's operation, the external environment of the

enterprise, and the personal quality of the employees. The purpose of corporate salary incentives is to improve employees' salary satisfaction, thereby improving the economic benefits of enterprises. To improve the employee's salary satisfaction, it is necessary to analyze its influencing factors. The influencing factors of employee salary satisfaction are mainly how to deal with the three fairness issues, namely external fairness, internal fairness, and personal fairness (Miao, 2016).

External fairness refers to the comparison of the labor remuneration obtained by the employees of the enterprise with the labor market price level or with the remuneration of the same industry and the same position.

Internal fairness refers to the payment of remuneration within the enterprise according to the relative value of the work performed by the employees. Compared with external fairness, employees are more concerned about internal relative unfairness. While they are concerned about their income, they are also comparing themselves with their colleagues around them. After employees compare their pay with the pay of others within the company, employees are less satisfied with their pay when they feel they are not being treated fairly. But the key to the link between pay and satisfaction is not what employees get, but their sense of fairness.

c. Personal equity refers to the personal evaluation of employees on their qualifications, abilities, and contributions to the enterprise. One of the basic principles of salary payment is to give priority to efficiency, that is, to pay employees according to their positions and contributions to the enterprise. Achieving personal equity starts with placing employees in the most suitable positions and creating opportunities for their career development. Even employees in the same position have different skill levels, work abilities, and the value they create for the company. Therefore, when employees think that their salary level does not match their performance, "doing more or less is the same, good or bad is the same" can also generate dissatisfaction with pay.

Research Methodology

This article applies to the mixed research methods mentioned above. This article adopts the analysis method of a questionnaire survey for faculty and staff and extracts some faculty and employees to inquire about the salary structure, reward salary assessment standards, salary comparison, and wage system in the same industry. Extract the answer, and analyze 140 original data through SPSS to obtain quantitative indicators. This method is a quantitative analysis, and an objective description of the quantitative statistical indicators is Correction, and through the field inspection method and literature collection method, conduct a qualitative analysis, to obtain the relationship between the staff's salary system for the satisfaction of employees' compensation.

This study uses a layered sampling method that combines random sampling.

The overall studies studied for this article are 660 teachers and employees of private universities, and 200 questionnaires were distributed according to random samples, all of which are full-time teachers. At the same time Mailboxes and other methods are required to solicit opinions.

At the same time, the interpretation of the salary policy that is being implemented in April 2022, the composition of the relevant parts related to basic wages, performance salary, and welfare salary in the withdrawal policy, compare the proportion of each part, analysis the standards and assessment of its salary setting settings and assessments Models,

through qualitative analysis methods, are studied, and the impact of its salary and salary on its satisfaction.

The reason why this study chooses a combination of layered sampling and random sampling is based on the characteristics of the university: ① The number of administrative personnel is relatively small compared to full-time teachers, so the number of samples is also small; The nature of work is different from full-time teachers, and it is difficult to make a clear professional division for layering. Therefore, I chose a random sampling method for the survey of administrators.

For full-time teachers, I chose a questionnaire survey for data collection. There were three reasons: 1. The total number of full-time teachers in the general number of faculty and staff they were investigating; 2. There are large differences in the field of scientific research, and there are relatively clear divisions in each college; 3. The school has many ways and complicated methods for the wage assessment of full-time teachers.

By collecting the salary system and data of the employee of the private college, comparing the wage structure through the analysis method of controlling variables, finding the independent variable, and investigating the satisfaction of the faculty and staff in combination with the investigation questionnaire. It proves that the high degree of credibility of the survey can be used as a dependent variable research to find the relationship between the variable and the cause of the variable.

And we have analyzed the correlation and credibility of the CRONBACH α trust coefficient through SPSS, and the Cronbach α faith factor is obtained, thereby determining the degree of trust of the data of the study.

Conclusion

This study analyzed the relationship between the independent variables due to the survey of the employee: the investigation of employee satisfaction and analyzed the relationship between the variables.

The overall satisfaction with the current salary system of Shandong University of Engineering and Vocational Technology. Among all the investigated teachers, the current salary system of the Shandong University of Engineering and Vocational Technology is unreasonable, and 70 people may produce outstanding talents, accounting for 50% of the total number of samples; The system is very unreasonable, and 6 people will be lost in outstanding talents, accounting for 4.3% of the total number of samples, and 54.3% of the two. This shows that the current salary system of Shandong University of Engineering and Vocational Technology does not be reasonable. It is not satisfactory enough, and 24.3% of teachers are not clear about the salary system of the university.

Among all the investigated teachers, most teachers believe that the salary level of Shandong University of Engineering and Vocational Technology is low, followed by the unreasonable salary structure, internal discipline unfairness, and lack of competitiveness in the outside world, and 18 people believe that the method of compensation calculation is complicated. This shows that the proportion of basic wages and performance wages is indeed not reasonable. The main factors of the unreasonable salary structure are caused by the low proportion of basic wages.

For the unreasonable proportion of basic salary and performance salary in salary, among all the investigated teachers, 70 of the basic salary ratio of basic wages and performance wages accounts for 50% of the total number of samples. The basic salary

accounts for two people with a high proportion, accounting for 1.4% of the total number of samples. 18 people believe that the proportion of performance wages is low, and 12.9% of the total number of samples. The total number of 7.1%, and the two cumulative 37.1%. This shows that the proportion of basic salary and performance salary is indeed not reasonable, and the low proportion of basic wages in salary has become the main factor for unreasonable salary structure.

According to the results of the research, there are many problems in the school. First of all, it can be seen from the research data that the teacher's salary is unreasonable and the development of each college is different. Its unfairness. The reasons for the composition and assessment of performance salary are not impossible to be effectively motivated. In terms of the wage ratio, the proportion of basic wages is relatively low, and the supplementary part of the supplementary performance salary of basic wages will be greatly unstable due to the number of people who recruit students and the high and low tuition pricing. Therefore, the salary at hand has a lot of instability, which has even exacerbated the phenomenon of part-time or engaging in the use of extra time or engaging in the use of excess time, rather than focusing on education and scientific research.

At the same time, in the process of performance compensation assessment, there is no system assessment system and measurement standards. Through the existing short-term quantitative assessment, it is necessary to invest in projects and work for a long time. Investment, is the equivalent of the product of the teacher's knowledge into a mass production part of the workshop, so that the teachers will be pumped from long-term investment in scientific research, teaching, and research, to achieve short-term work goals. Complete the short work.

For administrative personnel, the phenomenon of "big pot rice" has lowered the work efficiency of personnel, and it is impossible to subjectiveness.

(1) Unreasonable salary structure

a. There is an unfairness between colleges: According to the results of the questionnaire, most people show that the school shows the school

The discipline differences in teachers' performance quantitative assessment are not enough, and they believe that salary performance should be more reflected in discipline differences. For example, for social sciences, scientific research results are not as good as engineering sciences. This is a subject restriction. If the same performance assessment method is unfair and unreasonable. Therefore, the school should design a more complete salary system for discipline differences.

b. Increased effectiveness of the incentive mechanism: The salary system of this private university mainly has the weakening of the incentive mechanism in two aspects: the first point is that the incentive mechanism in the current salary system is not long-term. Excellent talents have not taken measures of long-term incentives (equity incentives), and no risk compensation for teachers. At present, the compensation of teachers in the school is mainly distributed in the current period, including basic wages, performance wages, school allowances, and teachers' benefits, and lack of long-term incentives. This will make the teacher's work behavior not long-term and short-term. The second point is the phenomenon of militarization of the work behavior of school teachers. There are two main reasons. One is that the level of the school's scientific research requirements for teachers is constantly improving. Teachers need to consume more time and energy. Second, the current school is currently the school. The salary does not have strong competitiveness compared to the benefits of social work. Therefore, in this environment, teachers' academic achievements and scientific research results often

decline. In addition, teachers in private colleges and universities are allowed to engage in other social properties or part-time jobs other than other social properties other than school teaching and scientific research management. Therefore, many teachers engage in part-time jobs with high returns in their spare time. Therefore, the role of performance salary and job remuneration should be given: the main purpose of job salary is to provide basic guarantees for faculty and staff. The main purpose of performance compensation is to motivate faculty and stimulate the enthusiasm of faculty and staff. Only when the labor paid by the teacher can be evaluated fairly and objectively and can be paid at the same time, can the faculty members satisfy the sense of fairness and accomplishment at the same time?

(2) The proportion of basic wages in the salary system is low

The structure of the college's salary is mainly composed of four parts, namely: basic wages, variable salary and performance wages, allowances issued by schools, and school benefits. Among them, the basic salary and performance salary occupy the main position. Performance salary is the supplementary part of the basic salary, and it is the second part of the teacher's work income, but there is a certain limitation of this part of income. The actual revenue and expenditure will affect this part. When the pricing is low, the performance salary issued by the school is unstable; compared with it, the basic salary is strongly guaranteed, and his stability is also reflected in the salary management policy formulated by the school, so the Basic salary should be used as the main part of the income of colleges and universities.

(3) The average tendency of salary distribution leads to low efficiency of administrative logistics personnel

a. Lack of efficient administrative efficiency: The administrative staff of the university cannot implement the management regulations of the school well, and do not seriously treat students and teachers as their work objects. Methods cannot form humanized management in the management system. The efficiency of work needs to be improved. It cannot solve the problems they encountered for teachers and students as soon as possible. Sometimes it is unclear to explain the problem. The solution of a problem requires multiple times to the management department. These are the reasons that lead to low efficiency of the administrative department.

b. The organizational structure of the administrative department is not streamlined enough, and the functions of various departments are unclear: the administrative department has huge organizations, including the Finance Department, Academic Affairs Office, Personnel Office, Scientific Research Office, Admissions and Employment Office, Student Office, Logistics Infrastructure Office, and other departments, etc. Essence The bloating of the organizational structure may lead to the inadequate division of responsibilities in various departments in the daily work process, and the situation of pushing each other and shirking each other; it has not strictly supervised administrative work so that all departments have daily work in daily work. Great casualness, sometimes the phenomenon of the administrative office in charge of the staff; at the same time, there is also unable to communicate well between schools, colleges, and functional departments, which lead to unclear power and responsibilities.

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