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**on: The optimization of human resources structure of the higher
education institution**

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Faculty Economics and Management
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TASK on thesis for student

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3. Background to the project (work):

With the popularization and spread of higher education in China, private colleges and universities, as a new force in higher education, have achieved rapid development in the past two decades. The number and scale of private colleges and universities are increasing day by day, which compensates for the demand for multi-skilled, multi-disciplinary and multi-level personnel for economic development, and provides a large number of applied, technical and skilled talents for society. However, China's private colleges and universities still face great challenges. This study analyzes the problems of staffing and addresses the issues of structure optimization.

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This study substantiates the theoretical foundations for optimizing the structure of human resources. The current state of the human resource potential of the studied university is analyzed. Changes in the structure of the university's human resources potential are evaluated in the dynamics, a SWOT analysis of the human resources structure is carried out. The main problems existing in the personnel structure are identified, and proposals for optimization are specified

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2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	<i>December, 2023</i>	done
3	Preparation and presentation of draft of the first chapter of the thesis	<i>February 2024</i>	done
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6	Design options improve the research problem	<i>May 2024</i>	done
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ABSTRACT

LI YINGHUA. The optimization of human resources structure of the higher education institution. Qualification work, second (master) level, speciality 073 Management, educational program "Administrative Management". Sumy. 2025.

The fundamental of contemporary social development and competition lies in the development and competition of talents, the quality of talents determines the comprehensive strength of a country, and human resources work plays a decisive role in the quality assurance of talents, so the country and society attach more and more importance to human resources work. With the popularization and popularization of higher education in China, private colleges and universities, as the new force of higher education, have achieved rapid development in the past two decades. The number and scale of private colleges and universities are increasing day by day, which makes up for the demand of multi-professional, multi-specification and multi-level talents for economic development, and provides a large number of applied, technical and skilled talents for society. However, China's private colleges and universities are still facing great challenges. Restricted by the educational system and other factors, the quality of teachers in private colleges and universities still lags far behind that in public colleges and universities, and there are many problems in the management mechanism of teachers' human resources. At present, all private colleges and universities are trying their best to adapt to the increasingly fierce competition environment by adjusting their development strategies and improving their management level. The core advantage of the development of colleges and universities is the human resources of colleges and universities. The allocation, quality and structure of human resources of colleges and universities determine the vitality and development level of colleges and universities, and also directly affect the economic and social development level of the country.

According to the common problems of human resource structure in private colleges and universities, this paper uses literature analysis, case analysis, comparative analysis and SWOT to analyze and study the changes of human resource structure in NS University in the past five years. By referring to relevant excellent research results and combining with modern human resource management concepts, this paper studies the problems existing in the human resource structure of NS University in the past five years

from the three dimensions of age, education and professional title, and makes a comprehensive analysis of the problems existing in the internal and external environment of the human resource structure of NS University by using SWOT analysis method. It is pointed out that NS university has inaccurate positioning, large mobility of human resources, poor maintenance and development of human resources and lack of effective incentive mechanism. This paper puts forward five optimization suggestions for specific problems, draws on the experience of human resource management of teachers in domestic excellent private colleges and universities, puts forward countermeasures and suggestions for optimizing the human resource management mechanism of teachers in private colleges and universities, and defines the direction of optimizing the human resource structure of NS University, which has great guiding significance for the construction of human resource team of NS University.

Keywords: human resource structure, SWOT analysis, human resource structure optimization.

АНОТАЦІЯ

Лі Їнхуа. Оптимізація структури людських ресурсів закладу вищої освіти. Кваліфікаційна робота, другий (магістерський) рівень, спеціальність 073 «Менеджмент», освітня програма «Адміністративний менеджмент». Суми. 2025.

Основою сучасного соціального розвитку та конкуренції є розвиток і конкуренція трудових ресурсів, якість вони визначають всебічну силу країни, а кадрова робота відіграє вирішальну роль у забезпеченні якості людських ресурсів, тому країна і суспільство надають все більшого значення кадровій роботі. З популяризацією та поширенням вищої освіти в Китаї приватні коледжі та університети, як нова сила вищої освіти, досягли стрімкого розвитку за останні два десятиліття. Кількість і масштаби приватних коледжів та університетів зростають з кожним днем, що компенсує попит на багатопрофесійні, багатопрофільні та різнорівневі кадри для економічного розвитку, а також забезпечує велику кількість прикладних, технічних та кваліфікованих талантів для суспільства. Однак приватні коледжі та університети Китаю все ще стикаються з великими проблемами. Обмежена освітньою системою та іншими факторами, якість викладачів у

приватних коледжах та університетах все ще значно відстає від якості викладачів у державних коледжах та університетах, і існує багато проблем у механізмі управління людськими ресурсами викладачів. Наразі всі приватні коледжі та університети намагаються з усіх сил адаптуватися до дедалі жорсткішого конкурентного середовища, коригуючи свої стратегії розвитку та покращуючи рівень управління. Основною перевагою розвитку коледжів та університетів є людські ресурси коледжів та університетів. Розподіл, якість та структура людських ресурсів коледжів та університетів визначають життєздатність та рівень розвитку коледжів та університетів, а також безпосередньо впливають на рівень економічного та соціального розвитку країни.

Відповідно до загальних проблем структури людських ресурсів у приватних коледжах та університетах, кваліфікаційна робота використовує аналіз літератури, аналіз конкретних ситуацій, порівняльний аналіз та SWOT-аналізу та вивчення змін структури людських ресурсів в досліджуваному університеті за останні п'ять років. Посилаючись на відповідні відмінні результати досліджень і поєднуючись із сучасними концепціями управління людськими ресурсами, дана робота вивчає проблеми, що існують у структурі людських ресурсів досліджуваного університету за останні п'ять років з трьох вимірів віку, освіти та професійного звання, а також робить всебічний аналіз проблем, що існують у внутрішньому та зовнішньому середовищі структури людських ресурсів закладу вищої освіти, використовуючи метод SWOT-аналізу. Зазначено, що університет має неточне позиціонування, велику мобільність людських ресурсів, погану підтримку і розвиток людських ресурсів та відсутність ефективного механізму мотивації.

У даній роботі висунуто п'ять оптимізаційних пропозицій щодо конкретних проблем, використано досвід управління людськими ресурсами викладачів у вітчизняних відмінних приватних коледжах та університетах, висунуто контрзаходи та пропозиції щодо оптимізації механізму управління людськими ресурсами викладачів у приватних коледжах та університетах, а також визначено напрямок оптимізації структури людських ресурсів, що має велике орієнтуюче значення для побудови команди людських ресурсів досліджуваного університету.

Ключові слова: кадрова структура, SWOT-аналіз, оптимізація кадрової структури.

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INTRODUCTION

Relevance of the topic. The fundamental of contemporary social development and competition lies in the development and competition of talents, the quality of talents determines the comprehensive strength of a country, and human resources work plays a decisive role in the quality assurance of talents, so the country and society attach more and more importance to human resources work. With the popularization and popularization of higher education in China, private colleges and universities, as the new force of higher education, have achieved rapid development in the past two decades. The number and scale of private colleges and universities are increasing day by day, which makes up for the demand of multi-professional, multi-specification and multi-level talents for economic development, and provides a large number of applied, technical and skilled talents for society. However, China's private colleges and universities are still facing great challenges. Restricted by the educational system and other factors, the quality of teachers in private colleges and universities still lags far behind that in public colleges and universities, and there are many problems in the management mechanism of teachers' human resources. At present, all private colleges and universities are trying their best to adapt to the increasingly fierce competition environment by adjusting their development strategies and improving their management level. The core advantage of the development of colleges and universities is the human resources of colleges and universities. The allocation, quality and structure of human resources of colleges and universities determine the vitality and development level of colleges and universities, and also directly affect the economic and social development level of the country.

According to the common problems of human resource structure in private colleges and universities, this paper uses literature analysis, case analysis, comparative analysis and SWOT to analyze and study the changes of human resource structure in NS University in the past five years. By referring to relevant excellent research results and combining with modern human resource management concepts, this paper studies the problems existing in the human resource structure of NS University in the past five years from the three dimensions of age, education and professional title, and makes a

comprehensive analysis of the problems existing in the internal and external environment of the human resource structure of NS University by using SWOT analysis method. It is pointed out that NS university has inaccurate positioning, large mobility of human resources, poor maintenance and development of human resources and lack of effective incentive mechanism. This paper puts forward five optimization suggestions for specific problems, draws on the experience of human resource management of teachers in domestic excellent private colleges and universities, puts forward countermeasures and suggestions for optimizing the human resource management mechanism of teachers in private colleges and universities, and defines the direction of optimizing the human resource structure of NS University, which has great guiding significance for the construction of human resource team of NS University. In terms of theory, Studying the human resource structure of private colleges and universities can provide rich case and data support for the deepening and expanding of human resource management theory. By analyzing the human resource structure of private colleges and universities, we can provide a new perspective for education management theory, and help understand the unique needs and challenges of private colleges and universities in teacher recruitment, training and motivation. The analysis of the allocation and operation of human resources in private colleges and universities can provide empirical support for the research of organizational behavior, especially in the aspects of team cooperation, employee motivation and performance management. It can combine theory with practice, promote the application of relevant theories in actual management, and improve the management level and education quality of private colleges and universities.

In terms of practice, this paper takes the current situation of human resources in NS University as the research object, and optimization research on it is helpful to understand the flow situation and career development needs of teachers, formulate corresponding incentive measures and career development plans accordingly, and improve the stability and satisfaction of the teaching staff. In view of the existing problems, this paper puts forward optimization strategies to improve the core competitiveness of the school, build a high-level teaching team, and give better play to the functions of cultivating talents and scientific research. It not only helps to improve its own level of running a school and

social influence, but also provides reference for the development of the entire education industry. In addition, the human resource structure of NS University should be optimized to better cope with changes in the external environment, enhance its adaptability and competitiveness, cultivate high-quality professional talents for the society, and promote the coordinated development of regional higher education and economy and society, so as to achieve long-term sustainable development.

The following scholars have devoted their scientific publications to the problem under study Li Heping [10], Chen Xinmin [14], Ruan Chenyan [15], Zhao Panqiao [19], Li Wenqi [25]. However, the problem remains relevant and requires further scientific research, taking into account the problems of the practical aspect.

Purpose of the study. In this study, the human resources structure of NS University is analyzed, the existing problems are pointed out, the main problems exist, and specific optimization suggestions are put forward to clarify the optimization direction, so as to promote the high quality and rapid development of colleges and universities.

Achieving the stated goals requires completing the following tasks:

- to form the theoretical basis of human resource management;
- considering the current development of private colleges and universities and the research status at home and abroad, the theory related to the research topic is analyzed to lay a theoretical foundation for further research;
- this paper analyzes the basic situation of NS University and the current situation of human resource structure, and adopts literature analysis, case analysis, comparative analysis and SWOT analysis to analyze the problems existing in the human resource structure of NS University, and puts forward corresponding optimization suggestions;
- conduct detailed data statistics on the age structure, education structure and title structure of the human resources team of NS University in the past five years, and conduct detailed analysis on the research on the problems existing in the human resources structure of NS University in the past five years. At the same time, SWOT analysis is used to comprehensively analyze the problems existing in the internal and external environment of the human resource structure of NS university from four aspects:

advantages, disadvantages, opportunities and threats brought by the internal and external environment of its human resources. It is pointed out that NS university has inaccurate positioning, insufficient allocation and mobility of human resources, poor maintenance and development of human resources and lack of effective incentive mechanism;

- in view of the existing problems, five optimization suggestions are put forward: updating the concept of human resources management, formulating the plan of talent introduction, perfecting the mechanism of talent utilization, increasing the intensity of manpower training, perfecting the evaluation and incentive system and creating a harmonious campus culture. At the same time, it puts forward the measures and methods of human resource management efficiency of NS University from four aspects: strengthening the sustainable development of staff in the later period, strengthening the free competition of staff, applying the elimination system of the last place and improving the matching degree of staff positions.

The object of this study is the human resource structure of NS University.

The subject of the research is to find out the existing problems through the analysis of the human resources structure of NS University, and put forward the optimization countermeasures and suggestions.

Methods of research. Based on multi-disciplinary theories such as human resource allocation, human resource management and higher education management, this paper uses literature analysis, case analysis, comparative analysis and SWOT analysis to analyze and optimize the human resource structure of NS University.

Literature review. This method collects, collates and summarizes relevant literature to understand the current research status at home and abroad, and provides theoretical basis for follow-up research.

Case study. The human resource structure of NS University is selected as the research object, the main problems existing in its human resource structure are identified, and the effective optimization suggestions are put forward.

Statistical analysis. Detailed data statistics are made on the age structure, educational background structure and title structure of the human resources team of NS University in the past five years, and detailed analysis is made on the research on the

problems existing in the human resources structure of NS University in the past five years. At the same time, SWOT analysis is used to make a comprehensive analysis of the problems in the internal and external environment of NS University's human resources structure from four aspects: advantages, disadvantages, opportunities and threats.

The information base of the study was the scientific works of scientists, monographs, own scientific research, materials of the enterprise under study.

The scientific novelty of the research results in this paper lies in the confirmation of the theoretical and practical aspects of human resource structure.

1. *Update the concept of human resources management:* Through the data analysis of human resources structure, we can realize the importance of human resources in colleges and universities, clarify the functional positioning, update and implement the concept of human resources management, and fully implement human resources management, so as to truly play the role of human resources in colleges and universities.

2. *Talent introduction plan:* Talent introduction mechanism is a guarantee mechanism for high-level talents in colleges and universities, and the use of talent introduction mechanism can quickly adjust the structure of human resources. Talent introduction needs to follow certain principles and make a sound plan. The university can effectively optimize the structure of human resources, attract and retain outstanding talents, and thus promote the sustainable development and innovation of the university.

3. *Increase manpower training:* provide teachers with career development training and further education opportunities, help them improve professional quality and teaching ability, enhance competitiveness, in the process of staff training, it is necessary to formulate training assessment standards, to mobilize the enthusiasm of staff to participate in post-service training on the principle of fair competition and full participation.

4. *Improve the evaluation and incentive system:* The evaluation mechanism of colleges and universities mainly takes the performance evaluation results of faculty and staff as an important basis, which can play a certain incentive role, and the evaluation process needs to maintain absolute transparency and fairness. The incentive mechanism of colleges and universities is to strengthen the importance of people, utilize and develop potential, stimulate people's creative and innovative spirit, determine the incentive

principle, and diversify the incentive methods. On the premise of guaranteeing the material incentive of the basic security of the faculty and staff, the spiritual incentive method is used to maintain the fundamental motivation of the continuous work of the faculty and staff..

5. *Improve the efficiency of human resource management:* strengthen the construction of teachers' ethics, carry out system reform, activate the employment mechanism, stimulate the sense of responsibility of the staff themselves, link work with performance, and improve the overall level of the staff and teaching level. Strengthen the faculty and staff free competition for employment, apply the elimination system of the last place, improve the matching degree of personnel positions, in order to improve the overall quality of education in the school.

The practical significance of the results obtained. The theoretical results of qualification work enrich the theoretical of human resource management, and play a certain guiding role in the research of human resource management researchers. The materials of the qualification work from a theoretical point of view can be implemented in the educational process of Sumy National Agrarian University in teaching disciplines related to labor management.

Personal contribution of the acquirer. Qualification work is an independent scientific work of the author. The author obtained scientific results, conclusions, and proposals submitted for defence.

Recognition of research results. The main results of the research were tested at conferences at all levels, in particular: Proceedings of the II International Scientific and Practical Conference «Stbraslav readings. Economy of the 21 century: National and global dimensions» (November 6, 2024); III international scientific and practical conference «Strategic priorities of development accounting, audit and taxation in terms of globalization» (November 19, 2024).

Publications. The main results of scientific research were published in 2 conference proceedings.

Structure and scope. The qualification work of an introduction, three chapters, conclusions, a list of references. The total volume of work is 85 pages. The work contains 10 tables and multiple figures. The references consist 68 publications.

CHAPTER 1

THEORETICAL FOUNDATIONS OF HUMAN RESOURCES STRUCTURE OPTIMIZATION

The fundamental of contemporary social development and competition lies in the development and competition of talents, the quality of talents determines the strength of a country's comprehensive strength, and human resources work plays a decisive role in the quality of talents, so the society and the country attach more and more importance to human resources work [1-2]. With the development of the global economy and the advancement of science and technology, higher education is facing ever-changing challenges and opportunities, and the competition for talents among universities is becoming increasingly fierce. Optimizing the structure of human resources can help universities improve their competitiveness. Attracting and retaining excellent teachers and researchers has become the core competitiveness of universities. Human resource management within universities faces many challenges, including teachers' job satisfaction, performance evaluation, career development, etc. Therefore, by analyzing the human resource structure and optimizing the management process, it is helpful to improve the overall management efficiency to meet the educational needs of different levels, different disciplines and different fields.

Private colleges and universities play an increasingly important role in China's higher education system. They meet the educational needs of different students with diversified school-running modes and flexible management mechanisms. However, with the intensification of competition in the education market, private colleges and universities face many challenges in human resource management. In recent years, the government's support policy for private education has been continuously improved, which promotes the rapid development of private colleges and universities, but also puts

forward higher requirements for their human resources management. Some private colleges and universities have shortcomings in the construction of teaching staff, teachers' academic qualifications, professional titles, practical experience and other aspects are uneven, which affects the quality of education. Due to salary, career development space and other factors, private colleges and universities are faced with the problem of high turnover rate of teachers, resulting in the imbalance of human resources structure. With the development of social economy, students' demand for education quality and personalized service is getting higher and higher. Private colleges and universities need to improve their service ability by optimizing the structure of human resources.

With the advent of knowledge-based economy, the society is more and more dependent on high-tech talents. The allocation and management of human resource structure is the main factor affecting the realization of strategic goals. At present, the research on human resources mainly focuses on the structure allocation of human resources and the management of human resources.

Foreign studies on human resource structure optimization and management are relatively early, especially in the United States, Britain, France and other countries, which have relatively perfected the construction of human resource structure in colleges and universities. The introduction of relevant theories of management and economics into the management process of human resource teaching team construction in colleges and universities has improved the teaching quality of colleges and universities and promoted the sound development of higher education system.

Scholar Janet Lawrence [3] et al. analyzed and studied the status quo of college teacher management in the United States, and expounded the situation of college teacher management in the United States, including the division of college teacher positions, the work undertaken by each position, and the assessment methods for teachers in various aspects. It is concluded that American colleges and universities urgently need to optimize the student resources, the construction of teachers' team structure, the allocation of university office personnel, promote the administration of university offices, and speed up the reform of university management system.

Fernando focuses on the concept of human resources management. Institutions of higher learning should update their management concepts and constantly innovate management concepts in the management process based on the actual development of institutions of higher learning [4]. 90% of educational institutions in the United States have established a human resource management structure, and the management staff of educational institutions in the United States can follow the rules and regulations of the enterprise, effectively implement the development rules, and contribute to the long-term development of the company.

Akhil Chandran established a sound human resources management system based on the actual social development and the development needs of local institutions of higher learning. This scholar uses linear regression research method to analyze the quantitative relationship between teaching quality and results in institutions of higher learning, and the good or bad teaching results can often directly affect the degree of perfection of human resources management system in institutions of higher learning [5]. The scholar's theoretical research is helpful to enrich the achievements of the human resource management system in colleges and universities, help guide colleges and universities to establish a sound human resource management system, and help colleges and universities to create greater educational value.

Jin Jiangxi [6] proposed that the structure of college teachers is the key factor restricting the quality of college education. Based on the current situation of the structure of college teachers in China and the successful experience of the optimization of the structure of college teachers in the United States, he put forward effective suggestions for the optimization of the structure of college teachers in China.

Zhou Lihua [7] analyzed the structure of teachers in German universities, including professors and the academic middle level under professors. At the same time, by studying the basic characteristics of the two, she provided the direction for the reform of the salary system in the personnel reform of German universities.

Domestic research on the structure of human resources was first applied to enterprise management. With the increase of successful experience in enterprise management and the development of market economy, universities have gradually

studied the allocation of human resources, management methods and other aspects. Among them, Li Min [8] et al. analyzed the common problems in the human resource management of colleges and universities in China, and proposed that the concept of human resource management in colleges and universities in the new era should be people-oriented.

Cao Le et al. [9] sorted out the statistical data of human resources of ordinary colleges and universities at home and abroad, calculated the ratio of birth to job, student to teacher, teacher to job, etc., and conducted horizontal and vertical comparative analysis on them. Meanwhile, taking some colleges and universities directly under the Ministry of Education as samples, they studied the structure of teachers in ordinary colleges and universities in China from the aspects of titles, academic qualifications, age and educational background. It is pointed out that the structure of human resources in Chinese colleges and universities is unreasonable and the utilization efficiency is low.

Li Heping et al. [10] studied the human resource management in universities and found that human resource management in universities and colleges is the basis for other work in universities and colleges. A good human resource management in universities and colleges can not only improve the core competitiveness of colleges and universities, but also facilitate the formulation of major decisions in colleges and universities.

Liang Dequan et al. [11] studied the construction of university teachers and university construction and pointed out that universities must build first-class teachers in order to complete the training of builders and successors needed by scientific research, economy and society. The construction of its first-class quality, energetic and relatively stable teaching staff needs to take the actual goals and development ideas of the school as the fundamental direction, focus on the needs of academic echelon and discipline development and construction, and scientifically and reasonably introduce, use and retain talents.

Wang Zhiying [12] studied the construction of the teaching staff of research universities. By comparing the teacher-student ratio among different universities, high-level talents and the internationalization of the teaching staff, he analyzed the problems existing at different structural levels, and put forward targeted suggestions and

countermeasures to optimize the structure of human resources, so as to promote the construction of the teaching staff of research universities.

Liu Cunxu published *Research on the Management System of Private Higher Vocational Education*, which explained that in the historical process of vigorously promoting the transformation and upgrading of China's higher education, the average annual enrollment and school scale of private colleges and universities have increased significantly and rapidly [13].

In his research, Chen Xinmin takes private colleges and universities as the research object and puts forward suggestions for the implementation of transformation and development, laying a solid theoretical foundation for the realization of school-enterprise cooperation and the integration of industry and education in the process of implementing application transformation in Chinese private colleges and universities, and providing directions for the development of private colleges and universities [14].

To sum up, although scholars at home and abroad have conducted more studies on the teaching staff and human resource management in colleges and universities, although the teaching staff in colleges and universities is the main component of human resources in colleges and universities, it cannot deny the role of components in the construction of colleges and universities. This paper analyzes the research on the optimization of the structure of human resources in colleges and universities. Some suggestions for optimizing the human resource structure of NS University are put forward.

In order to better understand human resources in colleges and universities, this chapter will define the structure of human resources in colleges and universities and the optimization of the structure of human resources in colleges and universities. At the same time, it will study the development process of human resources theory, and have a deeper understanding of the extended theory of human resources in colleges and universities, so as to provide a theoretical basis for subsequent research.

College human resource structure. The structure of human resources in colleges and universities refers to the composition and allocation of all kinds of human resources in institutions of higher education. All personnel are mainly composed of teaching and research personnel, administrative personnel and logistics service personnel, which can

be specifically divided into title, degree, age, gender, discipline and quality and other structures, and the above structural elements largely determine the overall effect of the team [15]. Due to the three basic characteristics of human resources in colleges and universities, the organic combination of human resources structure and basic characteristics to achieve the optimization of human resources structure and give full play to the functions of teaching and education and scientific research in colleges and universities has become the focus of research on human resources structure in colleges and universities. Therefore, whether the structure of human resources in colleges and universities is reasonable is the key index to measure the effectiveness of human resources in an organization.

This paper mainly analyzes the human resource structure of NS university from three aspects: education structure, age structure and title structure. Among them, the educational structure refers to the composition of the number of employees with different degrees of doctoral, master, bachelor or below in the human resources team of colleges and universities, which is an important indicator to measure the professional ability and academic level of the human resources team of colleges and universities. The title structure refers to the composition of the number of staff members with primary, middle and high titles, which directly reflects the working ability of the human resources team in colleges and universities. Age structure refers to the composition of the number of staff in different ages and the age composition of staff at all levels, which is related to whether the university construction team has strong vitality and creativity, and whether it can play the best group effectiveness.

University human resources structure optimization. The optimization of human resource structure in colleges and universities refers to the composition and collocation of various personnel in the construction process of colleges and universities, which directly reflects the actual state of human resource allocation in colleges and universities [16]. In addition, it covers the optimal allocation of professional structure, educational background structure, professional title structure and age structure of human resources. It also includes the optimal allocation of human resource quantity structure of knowledge,

ability individual and energy level team, and even the disposition of human resource personality within the team.

The optimization goal of human resource structure in colleges and universities is to maximize the application of human resource efficiency by adjusting the proportion of each component element. By adjusting the teacher-student ratio, teachers can reduce the teaching pressure, have enough time and energy for scientific research, realize the combination of teaching and research, and maximize the use of teaching resources. Adjust the title structure, focus on the training of young teachers, broaden the title selection channels for young teachers under certain pressure of scientific research, and give young teachers more opportunities for fair competition. Young teachers are in the golden period of career development, energetic and more likely to produce results, so the younger title also reflects the durability of a school's follow-up development from the side. This paper analyzes the human resource structure of NS University and optimizes its existing problems, so as to promote the construction of NS University.

Relevant basic theories

1) Human resource theory.

The concept of human resource was first put forward by Peter Drucker. With the development and improvement of management theory, the concept of human resource also has new meanings. In a broad sense, human resource refers to all the people who may be able to work within a certain range. It includes those who are still able to work beyond their working capacity and those who have not reached working age but have certain working capacity [17]. In the narrow sense, human resources refer to the population of working age with working ability within a certain range. Human resources are no longer simply regarded as labor, but as a resource with development potential. Through education and training, human resources can enrich the knowledge of workers and enhance their skills, so as to improve the initiative and enthusiasm of workers and create greater value.

In order to adapt to the development of modern society, human resources gradually formed a people-oriented modern human resources theory. Modern human resource theory can be divided into two stages: behavioral science theory and modern management

theory. The behavioral science theory is reflected in that managers change the traditional management style, pay more attention to informal organizations that affect their productivity, and actively build harmonious interpersonal relationships. Later, representative theories such as hierarchical needs theory (Maslow), two-factor theory (Herzberg) and "X-Y" theory (McGregor) appeared, which promoted the development of human-centered human resource management model. The hierarchical needs theory divides human needs into five aspects from low to high: physiological, safety, social, respect and self-actualization. It proposes that after the low-level needs are satisfied, the higher-level needs will have a more obvious incentive effect. The two-factor theory is divided into two categories: health factor and incentive factor, and points out that only incentive factor can really mobilize the enthusiasm of employees; "X-Y" theory is the study of human nature, which advocates the evil of human nature. The best incentive tool for human is material, and the most effective management measure is punishment. Theory Y, which advocates the goodness of human nature, holds that people are "self-actualized people" who can satisfy their self-actualization needs and respect needs by creating a suitable working environment. With each university to promote the construction of talent strong university, modern human resources theory is more and more widely applied in colleges and universities, and the application effect is good.

2) College human resources theory

Human resources in colleges and universities are an important part of human resources, which refers to the sum total of personnel with physical and mental labor ability engaged in or serving in teaching and research, mainly including teaching and research personnel, administrative personnel and logistics service personnel [18-20]. Among them, college teachers are a high-level and high-quality resource, which is the key resource for colleges and universities to achieve their own development goals. Administrators need to have good political thought and professional quality of education management, and constantly promote the scientific, process-based and targeted development of college administrative management mode. Logistics service personnel are a supplement to human resources in colleges and universities. It provides a solid foundation and strong support for the smooth progress of university teaching and research activities.

Human resources in colleges and universities are a special part of general human resources. Besides the basic characteristics of human resources (biology, initiative, reproduction, mobility, intelligence, value and sociality), they also have the following special characteristics:

2.1. Particularity: college teachers themselves have their particularity, which is mainly reflected in that as mental workers, they not only need to accumulate knowledge and transfer knowledge to a new generation of talents while rapidly updating knowledge, but also can be understood as inheritors of a culture. In addition, the profession of college teachers has its particularity and has relatively free working hours, so it is impossible to measure its labor value and the fixed working hours of enterprise human resources.

2.2. High value: university researchers not only teach people, promote the style of science, in addition to scientific research published in the scientific research results, directly or indirectly produce economic and cultural benefits, especially the basic research of the discipline, is an advanced productive force for the society and the country.

2.3. Irreplaceability: college teachers are scarce and irreplaceable. Unlike other labor forces, they need to invest more time and resources. Moreover, knowledge accumulation is not a quick result, but a gradual process, and rapid training cannot replace teaching and educating teachers.

The optimization and management of human resource structure in colleges and universities should also follow the modern human resource theory of "people-oriented", respect and attach importance to individual differences, do a good job in all aspects of human resource allocation, regulation, training and development, comprehensively improve the subjective initiative, enthusiasm and creativity of teachers, and emphasize the integrity and coordination of the structure. So as to maximize the efficiency of human resources and promote the construction of human resources team.

Related concepts and basic theories

In order to better understand human resources in colleges and universities, this chapter will define the structure of human resources in colleges and universities and the optimization of the structure of human resources in colleges and universities. At the same time, it will study the development process of human resources theory, and have a deeper

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1.College human resource structure

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5.Relevant theories of human resource allocation

5.1 Labor supply and demand theory

The labor force refers to all the workers in the market who are willing to provide labor, including on-the-job colleagues, fresh graduates, and people waiting for work. Different from the demand for products, the demand for labor force is an indirect demand generated by all social organizations in real activities. The level of consumer demand for final products and services determines the organization's demand for labor force. Labor supply is divided into internal labor supply and external labor supply, which can be easily understood by taking universities as an example. Internal labor supply refers to the internal students working in the college directly after graduation, while external labor supply refers to the recruitment of suitable faculty members from outside the college.

The theory of labor supply and demand provides a theoretical basis for the allocation of human resources in colleges and universities. Colleges and universities plan the quantity and quality of human resource requirements of faculty and staff according to their own school-running positioning, future development needs and current development level, and allocate human resources on this basis. At present, under the influence of market economy and talent strategy, the battle for talents has been continuously heated. The human resource market of university faculty and staff needs the combination of government intervention and its own strength to achieve the best state of competition, and the implementation of teacher recruitment in a wider range to achieve the diversification of the sources of university faculty and staff. On the one hand, the faculty and staff can choose the university according to their own preferences and related needs. On the other hand, colleges and universities can obtain high-quality staff human resources through various incentive means, so as to improve the overall level of teachers and optimize the allocation of staff human resources.

5.2 Person-job matching theory

The job-matching theory proposed by American occupational psychologist Holland is also called job-matching theory, which believes that people's personality types, interests and occupations are closely related, everyone is a unique individual, and people's abilities, personality characteristics, interests and hobbies are different. When personal

abilities, personality characteristics, interests and professional environment are consistent, people will not be able to do so. It can mobilize the enthusiasm of employees and stimulate their potential, and the possibility of work efficiency and career success will be greatly improved, whereas the possibility of work efficiency and career success will be reduced.

In his Career Decision theory, Holland divides human personality into practical type, research type, artistic type, social type, enterprise type and traditional type. Each type of personality is suitable for different job content, for example: practical personality is more suitable for the occupation of skilled occupation and technical occupation, research personality is more suitable for the occupation of scientific researchers, teachers, engineers and so on.

According to this theory, colleges and universities can classify staff according to their own personality, do a good job analysis, and match the appropriate positions. The higher the degree of staff matching, the higher the work efficiency in this post, to achieve a high degree of integration between staff and posts, can optimize the allocation of human resources in colleges and universities.

CHAPTER 2

ANALYZES THE HUMAN RESOURCE STRUCTURE OF NS UNIVERSITY

2.1 Current situation of human resources of NS University

By describing the current situation of human resources in NS University, this chapter analyzes and studies the data changes of human resources in the three levels of age, education and title structure in the past five years. At the same time, SWOT is used to make a comprehensive analysis of the internal and external environment of human resources, which provides data support for the problems in human resources structure pointed out later. At the same time, the optimization direction of the problem is clarified.

NS University was founded in 1988 and approved by the Ministry of Education as a full-time general undergraduate university in 2005. Since its establishment, adhering to the school motto of "moral, seeking truth, practicing and innovation" and the school spirit of "self-confidence, self-improvement, self-reflection and self-discipline", it has condensed its characteristics and cultivated its advantages. Now it has developed into an application-oriented undergraduate university with engineering as its main focus and coordinated development of engineering, management, economics, art, literature, medicine and science.

At present, NS University consists of 12 secondary schools: School of Science and Data, School of Intelligent Science and Engineering, School of Materials Science and Engineering, School of Textile and Clothing, School of Chemical Engineering and Technology, School of Aviation Science and Engineering, School of Health, School of Economics and Management, School of Chinese Studies and Foreign Languages, School of Art and Design, School of Music and Dance, and School of Marxism. It consists of 69 departments (departments, centers) and has more than 40,000 students.

At present, the university has 59 undergraduate majors, forming 15 professional groups, all of which are application-oriented majors jointly built by the university and enterprises. There are 7 provincial specialties, 6 first-class undergraduate specialties, and 17 university-level first-class specialties. 7 courses were recognized as first-class undergraduate courses in Shandong Province; More than 30 ideological and political demonstration courses have been cultivated, 6 projects have been approved at provincial level or above, and 7 prizes have been awarded at provincial level or above in Ideological and political teaching competitions; National Society excellent textbook award 5.

1.Introduction to human resources of NS University

At present, NS University has more than 1,800 full-time teachers, 88.9% of whom are master and knowledgeable. Teachers with senior titles accounted for 30.8%; Dual teachers with enterprise work or practical experience accounted for 50.5%. There are 12 high-level talents such as national model teachers, outstanding teachers of the whole Army, outstanding teachers of Shandong Province, and winners of the National Science and Technology Progress Award. He was a member of the higher Education Teaching Steering Committee of the Ministry of Education. At present, the school has 7 research institutes, 15 applied scientific research teams, 1 superior discipline talent team in Shandong Province, 4 talents (teams) in Yantai "Double Hundred Plan", 53 teaching teams jointly established with professional enterprises, and 9 dual-teacher training bases have been built with Shandong Nanshan Aluminum Industry and other enterprises.

2.Changes in the age structure of the human resources team of NS University in the past five years

The age structure of human resources in colleges and universities is an expression of the age composition of the human resources team in colleges and universities. It refers to the relative proportion of the aged, middle-aged and young population, which reflects the vitality of teaching and scientific research in colleges and universities to a certain extent, as well as the stability of scientific research level in colleges and universities, and thus directly affects the continuity and inheritance of teachers [21]. People of different ages are different in their knowledge reserve, teaching ability, teaching experience, teaching energy and creativity, etc. With the increase of the age of teachers, their teaching

experience, teaching ability and knowledge reserve are increasing, but the creativity and teaching energy are weakened, and the working state of teachers is also changing with age. Only a reasonable age structure can give full play to the advantages of human resources in teaching experience and scientific research ability in colleges and universities. It is not the age structure of human resources that the younger the staff, the better, nor the older the better [22].

According to the law that the growth of the human resources team and the development process of personal growth are basically the same, it can be divided into three stages:

1. Young staff under the age of 30, full of vitality and creativity, but due to the lack of experience in teaching or research practice after university or postgraduate study, the knowledge structure needs to be adjusted and enriched, which can be called the career preparation period.

2. The careers of staff aged 31-45 are gradually becoming mature, which is the mainstay of the school and the key to the future development of the school. Able to independently undertake teaching and research tasks, and the thought is more mature, teaching work ability to improve quickly, in addition to long-term teaching and research work exercise, not only has a wealth of experience, and its intelligent structure is in the best state, can be called the rapid development of the occupation area.

3. After the age of 45, the memory of the staff gradually declines, and the knowledge updating ability becomes worse, the thinking ability becomes slower, and the work efficiency decreases. It is difficult to ensure the effect of teaching and research tasks, and this age group can be called the career decline period. This paper makes statistics on the changes in the age structure of human resources of NS University in the past five years, and the changes are shown in table 2.1.

Table 2.1 - Changes in the age structure of human resources in NS University in recent five years

Year	Age 29 and under	30-34 years old	35-39 years old	40-44 years old	45-49 years old	50-54 years old	55-59 years old 岁	Over 60 years old
2020	50	348	373	390	164	86	89	162
2021	156	366	380	397	166	88	93	176

2022	386	437	266	350	149	101	114	139
2023	705	417	232	311	129	81	50	33
2024	1076	425	248	319	122	80	47	15

**Source: The age statistics of human resources in NS University in the last five years*

As can be seen from table 2.1, by 2024, NS University has a total of 2,332 staff members, an increase of 670 compared with 2020. The number of staff under the age of 29 has increased significantly year by year, the number of staff between the ages of 35 and 50 has decreased annually, but the reduction is not large, and the number of staff over the age of 55 has decreased significantly. In short, the proportion of staff under the age of 45 is the largest, and during this period, the personal career development of the rapid growth area, can maintain strong energy for teaching and research, so as to ensure the rapid development of the school, so it can be seen that NS University is a rapidly developing institution.

The age structure diagram of human resources in 2020 is shown in figure 2.1, and the age structure diagram of human resources in 2024 is shown in figure 2.2.

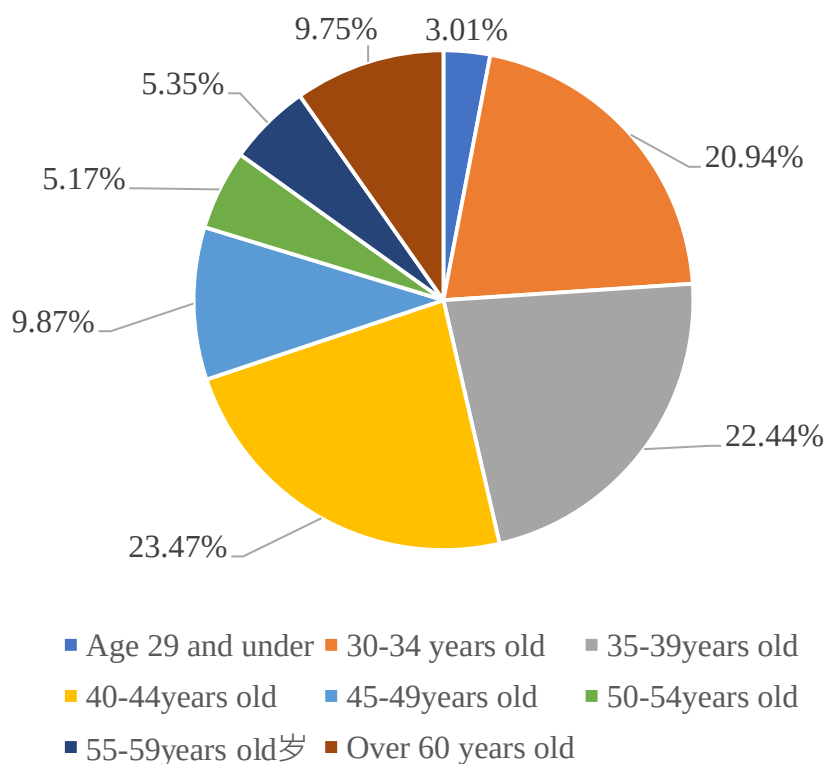


Figure 2.1 - Age structure of human resources in 2020

**Source: Based on the data in table 2.1.*

According to the comparison of the proportion of all age groups in NS University in 2020 and 2024 in figure 2.1 and figure 2.2, the staff under 30 years old has the biggest change, increasing by 95.4%. The proportion of workers aged 40-44, 45-49 and 50-54 decreased by 6.9%, 25.6% and 18.2%, respectively. This is mainly due to the increase in the number of students in NS universities in recent years and the increase in the number of new teachers, so the overall average age has decreased.

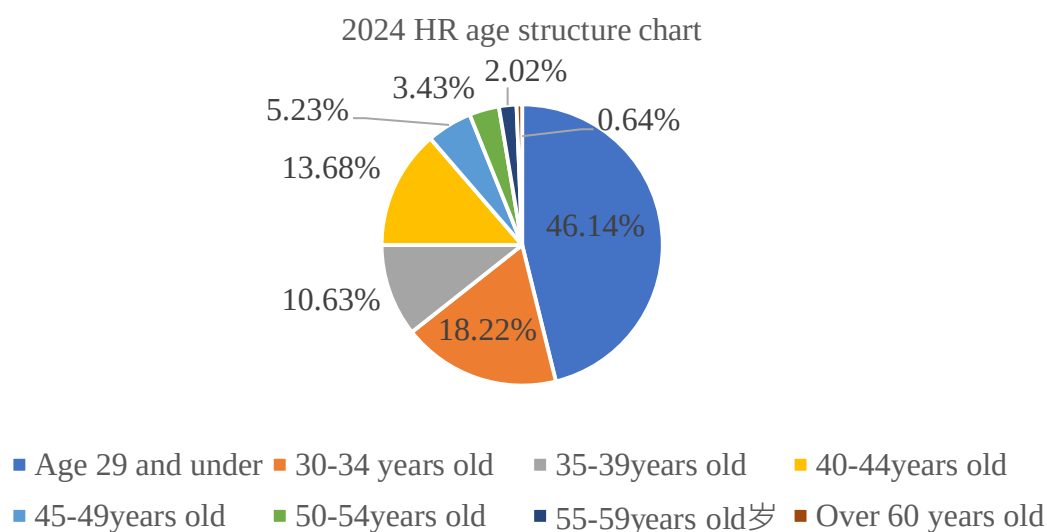


Figure 2.2 - Age structure of human resources in 2022

**Source: based on the data in table 2.1.*

Therefore, the human resource structure of NS university is relatively young, and the intermediate power resources are relatively weak. Most of the young teachers under the age of 29 are newly graduated staff introduced in recent years. The entry of Protestant staff has continuously injected new vitality into NS College. The large influx of Protestant staff has ushered in new opportunities for NS College and also brought new challenges to NS College. This requires the help of experienced faculty members. Faculty members between 30 and 50 years old are the backbone of the development of the college. They are proficient in various tasks at their posts and have a clear understanding of the entire unit system, so they can reasonably solve problems in work. Most of the intractable problems that are difficult for Protestant staff to solve can be handed over to these faculty members with years of experience. The future development of NS College needs this kind

of faculty charge. Therefore, the human resource structure of NS university is relatively young, and the intermediate power resources are relatively weak. The number of staff under the age of 50 has decreased significantly in the past two years, and these staff members have rich working experience and sufficient knowledge reserves. These staff members can provide guidance for the development of the college well, and their own experience can easily solve problems in the work. They are indispensable leaders for the future development of the entire college. Compared with young teachers, the physical strength is abundant. At present, it is still necessary to construct a middle-aged structure, form a good echelon of old, middle-aged and young, and keep the overall team evenly spaced.

2.2 Changes in the educational structure of the human resources team of NS University

Educational level reflects the professional quality of human resource team in colleges and universities, that is, their basic training level and development possibility. The educational structure of human resources in colleges and universities refers to the number of staff members with different degrees obtained by human resources in colleges and universities. It is not only a standard to measure the academic level and scientific research ability of human resources, but also reflects the theoretical basic research and scientific research potential and innovation ability of colleges and universities. Theoretically speaking, the more highly educated personnel in the human resources team of the university, the higher the level of professional quality of the university, the greater the teaching and research potential of the university. The change table of the educational structure of human resources in NS University in the past five years is shown in table 2.2.

Table 2.2 - Change of educational structure of human resources in NS University in recent five years

Year	Doctor's degree	Master's degree	Bachelor's degree	No degree
2020	116	1068	389	85
2021	131	1243	427	83
2022	181	1231	501	29
2023	160	1433	356	9

2024	205	1854	268	5
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**Source: NS University in the past five years of human resources education statistics*

As can be seen from table 2.2, the educational structure of human resources in NS University is mainly composed of personnel with postgraduate degrees (doctor's degree and master's degree), among which 79.7% are personnel with master's degree. The number of graduate graduates is increasing year by year, and the number of graduates with bachelor's degree or below is less, and the total number of graduates with bachelor's degree or below is declining. In short, the educational level of NS university is generally high.

The educational structure of human resources in 2020 is shown in figure 2.3, and the educational structure of human resources in 2024 is shown in figure 2.4.

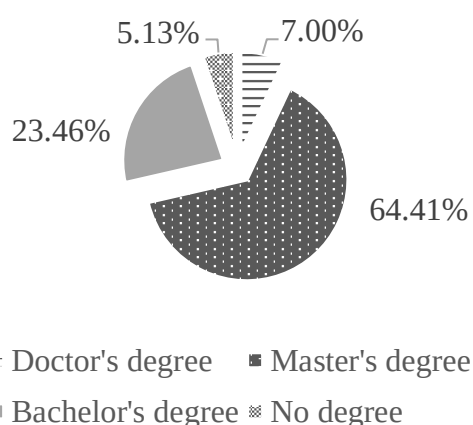


Figure 2.3- Structure of Human resources education in 2020

**Source: based on the data in table 2.2*

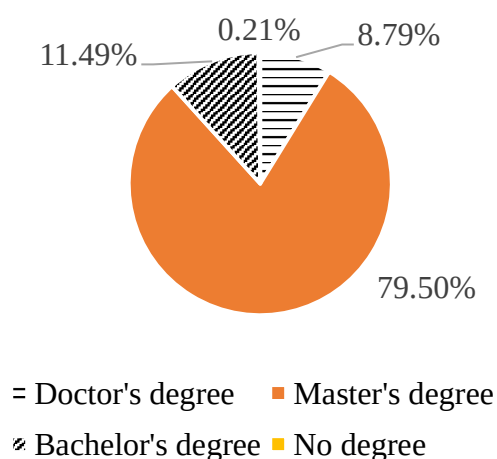


Figure 2.4 - Structure of Human resources education in 2024

**Source: based on the data in table 2.2*

As can be seen from figure 2.3 and figure 2.4, in the human resources education structure of NS University in 2024, the proportion of postgraduate graduates is as high as 88.3%, an increase of 16.9% compared with 2014. However, the proportion of doctoral graduates is 8.8%, an increase of 1.8%, and the proportion of master graduates is 79.5%. The increase of 15.1% was mainly due to the fact that NS University strengthened the development of human resources within the school, focused on the training of personnel with master's degrees, encouraged them to pursue doctoral studies, and also strengthened the introduction of talents to compete for highly educated human resources. The proportion of bachelor's degree and below is gradually decreasing, mainly because the school recruitment threshold has increased, and the general university position requires a master's degree or above.

According to the changes in the educational structure of the human resources of NS University, NS University pays more and more attention to the educational level of the staff in the development and construction. As can be seen from the proportion of postgraduate education, NS University has a relatively high educational level on the whole, but it still has a long way to go from the world-class universities. In the future, it should continue to increase the proportion of postgraduate education personnel and pay attention to the training of discipline leaders. Improve the teaching and research level of the school.

Changes in the title structure of the human resources team of NS University in the past five years

The titles of teachers in colleges and universities are divided into professor, associate professor, lecturer and teaching assistant, corresponding to the senior, deputy senior, intermediate and junior titles respectively. The titles of teachers are one of the manifestations of teachers' teaching ability and scientific research level. The title structure refers to the structure of personnel with different titles and the relationship between them, which basically reflects the overall academic level of teachers and the teaching and research work they can adapt to [23]. Scientific title structure can give full play to the teaching and scientific research ability of university staff, form a reasonable echelon and

improve work efficiency. At present, the proportion of junior, junior, junior and senior titles in colleges and universities is the most appropriate "2431". But different types of colleges and universities need to establish a reasonable title structure according to the actual situation of their own. The change chart of the self-declared structure of human resources of NS University in the past five years is shown in table 2.3, of which the structure chart of human resources title in 2020 is shown in figure 2.4, and that of human resources title in 2024 is shown in figure 2.5.

Table 2.3 - Change of human resource title structure in NS University in recent five years

Year	Senior	Deputy senior	Intermediate	Primary and below
2020	132	359	639	528
2021	155	415	697	628
2022	156	498	536	752
2023	88	445	709	716
2024	114	520	876	822

**Source: The title statistics of human resources in NS University in the past five years*

As can be seen from table 2.3, in the human resources structure of NS University in the past five years, senior and deputy senior personnel account for a relatively small proportion, while intermediate and junior personnel account for a relatively large proportion. In this structure, subject leaders are likely to be lacking in the teaching team of colleges and universities, thus affecting the allocation of the entire human resources structure and hindering the improvement of the quality of running a university and the level of scientific research.

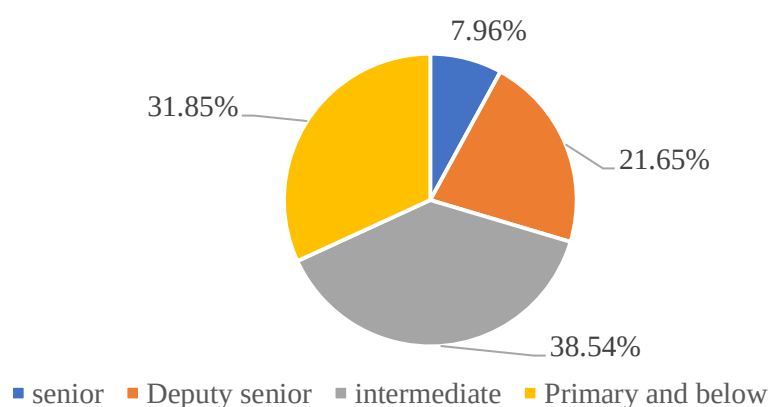


Figure 2.4 - Title structure of human resources in 2020

**Source: based on the data in table 2.4.*

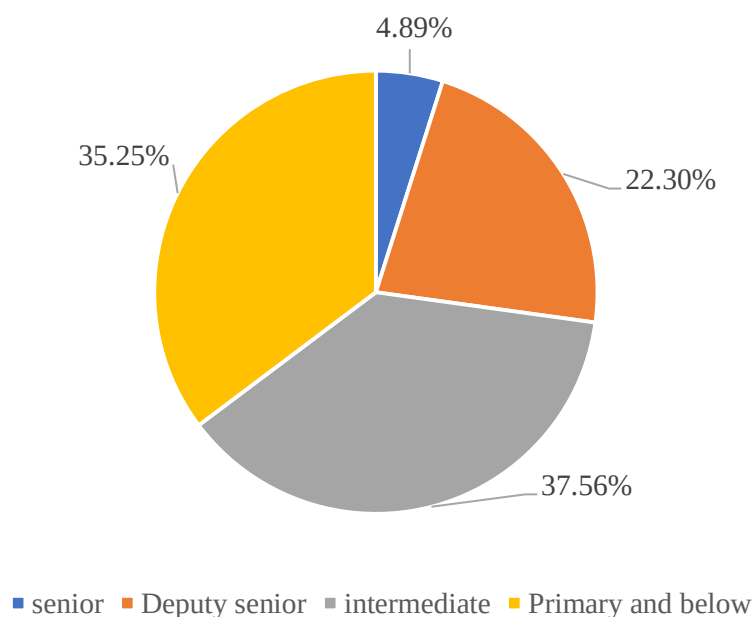


Figure 2.5 - Title structure of human resources in 2024

**Source: based on the data in table 2.5.*

As can be seen from the comparison of the structural changes of professional titles in 2020 and 2024 in figure 2.4 and 2.5, the proportion of senior and deputy senior titles in 2024 is 27.2%, which decreases by 2.6% compared with 2020. In 2024, the proportion of intermediate and junior titles or below will be 72.8%, an increase of 2.4% compared with 2020; The proportion of staff with intermediate and junior titles and below increased, while the proportion of staff with senior titles decreased by 2.6%. In this way, we can see the development trend of young human resources in NS University.

Although the change of the title structure of NS University is developing in a good direction, and the number of intermediate titles has increased year by year in the past two years, in the current college system in China, due to the limited indicators of professors in the college system, many of them exist the phenomenon of "ranking", resulting in obvious problems in the structure proportion of senior titles. Among the four types of teacher titles, lecturers and teaching assistants are the most. There are slightly fewer associate professors and the fewest professors. On the one hand, many teachers with professor titles have retired in recent years. On the other hand, professors have higher requirements for scientific research level and personal ability, and associate professors

need more materials to prepare for professor titles and take a long time to prepare. In recent years, the number of teaching assistants has risen sharply, which is because in recent years, the number of newly recruited faculty and staff is large, some of these newly recruited faculty and staff have not yet been assessed, and some titles have been assessed, but because of the limitation of the term of title assessment, they cannot be evaluated at a higher level for the time being. Under these two circumstances, the number of faculty members with professor titles in NS College has decreased year by year in recent years, while the number of teaching assistants and lecturers has increased year by year. In the future, the school should actively encourage the staff with low professional titles to improve their titles, and the optimization theme of the title structure should be to increase the training and development of intermediate and deputy senior title personnel, and improve the title evaluation mechanism, so as to reasonably increase the proportion of senior titles.

2.3 SWOT analysis of human resource structure of NS University

SWOT analysis is a strategic planning tool used to identify and evaluate the internal and external environment of an organization or project. SWOT stands for four key elements: Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis method is mainly to conduct a comprehensive analysis of internal and external environment, and determine which of the four aspects of internal and external environment are advantages, disadvantages, opportunities and threats to the structure of human resources, so as to optimize the structure more targeted. Through SWOT analysis, we can better understand our own strengths and weaknesses, grasp external opportunities, reduce potential threats, and make more effective strategic decisions.

1.Strengths.

The main advantage is to conduct a comprehensive analysis of the internal environment, mainly in the school's subject setting, school philosophy and academic level.

1.1 Distinctive school-running characteristics

Adhering to the school-running philosophy of "leading by Party building, educating people by virtue, integrating school and enterprise, and cooperatively educating people" and focusing on the school-running goal of building "an application-oriented university with distinctive characteristics, first-class in the province and certain influence in China", the university aims to serve the needs of economic and social development and cultivate firm ideals and beliefs, excellent moral quality, solid theoretical knowledge, excellent practical ability, and potential for innovation and entrepreneurship. The task is to continuously improve the level of education and teaching, continuously strengthen the connotation construction, promote the development of characteristics, and make due contributions to the regional social and economic development.

The school adheres to the fundamental task of building moral education and cultivating people, based on co-construction of undergraduate majors and relying on the core industry of Nanshan Holdings. It forms six school-enterprise integration features, such as the integration of discipline layout and industry needs, the integration of teacher team construction and technical backbone training, the integration of professional teaching process and industrial production process, the integration of professional teaching content and post professional standards, the integration of applied scientific research and industrial technology research and development, and the integration of experimental and practical training platform and industrial production equipment. The school vigorously carries out the activities of enterprise experts on the platform and university teachers on the workshop, and establishes a team of teachers who are familiar with the laws of enterprise production and higher education, but also have a high theoretical level and practical ability.

1.2. Full of disciplinary characteristics

Over the years, the school has continued to deepen the integration of "school-enterprise integration and collaborative education", relying on the strategic emerging industry advantages of Nanshan Group, adhering to the development path of "core industries guide characteristic majors, characteristic majors support core industries", actively marking the needs of modern industries, laying out "emerging" and "four new" disciplines, and coordinating the cross-integration of disciplines and professional groups.

At present, there are 59 undergraduate majors, involving 23 first-level disciplines and 19 master's degree categories, and a "echelon" of key construction disciplines, cultivation and construction disciplines, and support and reserve disciplines has been built, and 4 master's degree categories have been focused on materials and chemical engineering, electronic information, digital economy, and design. For the key layout of the discipline of professional groups to carry out precise cultivation, classified construction of new materials and engineering, high-end energy and chemical industry, intelligent science and technology textile and clothing 9 undergraduate professional groups. At present, it has 7 provincial undergraduate specialties, 6 first-class undergraduate specialties and 17 university-level first-class specialties. The post professional standards, engineering and management cases were compiled into teaching materials and entered the classroom, and more than 30 professional courses were co-built and more than 30 textbooks were compiled to realize the docking of teaching content and post professional standards; There are 364 practice and training bases, and more than 60 characteristic training classes of school-enterprise cooperation "three-way system"; Realize the docking of teaching process and industrial production process.

1.3. Actively open up schools

NS University accelerates the pace of opening up to the outside world, expands the channels of exchange and cooperation, expands the pattern of international education, and actively carries out foreign personnel training, academic, scientific and cultural exchanges. It cooperates with more than 40 universities in more than 10 countries including South Korea, Japan, Singapore, Australia, Spain, the United Kingdom, and the United States to carry out short-term study visits, exchange students, overseas study, paid internship, joint training and other projects. The school actively integrates international high-quality education resources and optimizes the personnel training model, jointly conducts online course construction with Australia, jointly conducts professional joint teaching with South Korea, jointly implements international cooperative scientific research projects with Russia, and jointly holds bilateral academic exchange meetings with South Korea and Japan. In 2022, Shandong Province's international cooperation and exchange program "Looking at the Status quo of the Asian Community from the

Perspective of Globalization" and Yantai City's education and science and technology cooperation and exchange program "China-Japan-ROK International Academic Exchange Program" were approved. 2023 Approved Yantai International cooperation research innovation platform "Yantai Nanshan University, China, Japan and South Korea International Digital Health and Cultural Tourism Innovation Center"; In 2023, overseas talent recruitment workstations will be established in South Korea and Malaysia respectively, and the closed-loop path of "talent cultivation - overseas talent recruitment" will be actively explored. In 2024, the "International Talent Joint Training Base" will be established with the Korea-China International Education Association. In 2024, a total of 61 international students from 17 countries will start their undergraduate studies in China.

1.4. The educational structure tends to be perfect

From the changes in the educational structure of human resources in NS University in the past five years, NS University pays more and more attention to the educational level of staff in the development and construction, introduces highly educated people successively, pays attention to the introduction and training of discipline leaders, and firmly recommends talents to strengthen the university project. At the same time, it can be seen from the proportion of postgraduate education in the teaching staff that NS university has a relatively high academic level and strong intermediate resources, and the school construction is in a period of rapid development. The university has 1842 staff members, 1551 full-time teachers, of whom 1339 have master's and doctor's degrees, accounting for 86.89%; 505 people had the title of deputy senior or above, accounting for 32.77%; There are 459 "double-qualified" teachers. There are 12 high-level talents including 2 provincial teaching teams, national model teachers, outstanding teachers of the whole Army, outstanding teachers of Shandong Province, and winners of the National Science and Technology Progress Award. He was a member of the higher Education Teaching Steering Committee of the Ministry of Education.

2. Weaknesses

The disadvantages are also mainly reflected in the internal environment, especially in the management concept, management mechanism and incentive review mechanism closely related to the structure of human resources. Only by analyzing the problems in

the internal environment can the fundamental problems of the structure of human resources be solved.

2.1. Geographical position is not advantageous

NS universities are located in county-level cities and are geographically remote, which may lead to a shortage of students and a relative lack of quality students, especially students from large urban areas. Educational resources and research funds are often scarce, and academic exchanges and information acquisition may be blocked, which affects the development of colleges and universities and the learning experience of teachers and students. The economic and social development level of county-level cities is relatively low compared with first-tier cities, and may lack rich internship, employment and social resources, limiting students' practical opportunities. Relatively low exposure may make the university less recognized in society, affecting its attractiveness and, to a certain extent, affecting the introduction of human resources.

2.2. Backward management concept

Influenced by traditional public colleges and universities in terms of management concept, they still follow the traditional administrative management mode, lack flexibility and innovation, and are difficult to adapt to the needs of modern education and fail to adapt to the changes of the market and society in time.. The lack of standardization in internal management, the lack of systematic management mode, the relatively imperfect management system and operating mechanism, and the imperfect system lead to low management efficiency and affect the long-term development of the school. Attaching importance to enrollment and economic interests while neglecting scientific research and academic development leads to the disconnection between teaching and scientific research, which affects the overall quality of education. Due to the limited funds and resources, it is difficult to attract and retain high-level teachers, teachers and managers have large mobility, and it is difficult to form a stable management team, which affects the teaching quality and management level. Choose the traditional way of selecting, employing and managing the school's human resources, pay attention to the quantitative indicators such as seniority and education, and evaluate the staff's performance; Focusing only on pre-service education and not paying enough attention to post-service training is

not conducive to the play of the role of talents in colleges and universities, the lack of long-term planning, too much attention to short-term interests, ignoring the long-term development of education quality and management.

2.3. Management mechanism is not perfect

NS University's decision-making power is too centralized, the lack of democratic participation, resulting in the decision-making process is not transparent, decision-making efficiency is low, the lack of scientific decision-making process, decision-making may be too dependent on personal experience, lack of data support and long-term planning. The lack of a systematic mechanism in education quality monitoring and evaluation has led to uneven teaching quality and affected students' learning experience and employment competitiveness. The recruitment, assessment and promotion mechanism of teachers is not perfect, and the lack of reasonable incentive mechanism and career development plan leads to the instability of the teaching staff and the high mobility of teachers, which makes it difficult to form a stable and high-level teaching staff. In the age structure of human resources in NS University, people under the age of 40 account for a large proportion, and in general, there are abundant resources in the middle of the human resources structure. In particular, young staff members are the main body of the human resources of NS University. They have enthusiasm and enthusiasm for scientific research, which makes it easier for young staff members to produce scientific research results, but it is also a stage of relatively heavy teaching tasks, and the pressure of teaching and research is relatively high. The human resource management mechanism of the school still stays in the stage of material reward, and pays less attention to the psychological needs of the staff. At the same time, there is a phenomenon of seniority in the evaluation process of professional titles, which reduces the enthusiasm of young teachers.

3. *Opportunities*

Opportunities mainly come from the external environment, which is mainly reflected in the national government policy support, regional advantages and professional industry situation.

3.1. Increased policy support

In recent years, the state has issued a series of policies and regulations, such as the Law on the Promotion of Private Education and the Opinions on Encouraging and Guiding Private Funds into the Field of Education, which have clarified the positioning and autonomy of private colleges and universities, providing legal guarantee for the development of private colleges and universities. Through special funds, tax relief and loan discount, the government has increased support for private colleges and universities and encouraged them to cooperate with public colleges and universities to share high-quality education resources. With the country's emphasis on education, private colleges and universities have gained more support and encouragement in terms of policies. For example, the government's investment and subsidy policies for private education can provide financial guarantee for its development.

3.2. Beautiful natural environment

NS University is located in Longkou, a new coastal city in Yantai, with two campuses in Donghai and Nanshan. Donghai Campus faces the sea, is located in the Donghai tourist resort, Nanshan campus is close to the national 5A tourist scenic area. The school covers an area of 3,324.09 mu, with a construction area of 1,032,800 square meters. The school has a beautiful environment and pleasant scenery, and the campus green coverage rate is more than 60%. The beautiful campus and the surrounding environment create a good working and learning atmosphere for teachers and students.

3.3. The surrounding economy is developing well

NS University is located in Longkou City, since 2019, Longkou City has entered the top ten of China's top 100 counties for many consecutive years, and is the only city in Shandong Province to enter the top ten of the top 100 counties, and NS University is invested by China's top 500 enterprises Nanshan Holdings, the economy is active, showing a strong development trend, and the demand for municipal urban construction and development is still large. Firmly seize this important development opportunity, through market operation, enhance their competitiveness, through brand building, characteristic education, quality teachers and other means to attract more students to sign up. In terms of specialty setting, it is closer to the market demand, such as information technology, financial management, artificial intelligence and other popular fields, which

attract a large number of students to apply. With its unique disciplinary advantages and industry characteristics, NS University drives the development of other majors with characteristic specialties, continuously cultivates professional and technical talents for urban development and construction, and further promotes the construction of a strong school with characteristics and talents. So as to improve the visibility and competitiveness of the school. In-depth cooperation with surrounding enterprises, industry associations, etc., to carry out industry-university-research projects to enhance students' practical ability and employment competitiveness.

4.Threats

With the continuous development of market economy, enterprises demand more and more high-tech talents, universities in our country are facing the whole brain drain and the threat of talent development, NS university also has these problems.

4.1. Brain drain

With the construction of NS University, the system of introducing high-level visitors has been continuously improved, but it still faces the threat of brain drain, mainly because: In recent years, NS University has continuously expanded its student enrollment and expanded its teacher recruitment channels, but its management system mostly imitates public colleges and universities and lacks flexibility and innovation, resulting in low management efficiency and imperfect social security system, which affects teachers' sense of security and belonging. Teachers need to undertake more teaching and scientific research tasks, and the work pressure is greater, especially the young teachers who have just entered the job can not coordinate the relationship between teaching and scientific research very reasonably, which is easy to produce job burnout. The narrow promotion channels for teachers and insufficient scientific research support have led to the lack of career development space for teachers and administrators. The phenomenon of seniority in the evaluation of professional titles is unfair to young teachers, and their enthusiasm for work has become less and less over time. In addition, the demand for high-tech talents is increasing, and the treatment is generous, and the work is professional, which has a great temptation for high-level talents.

4.2. Imperfect talent development mechanism

In the recruitment of teachers, the requirements for academic qualifications and professional titles are relatively low, resulting in uneven overall quality of teachers. Moreover, the management system is not standardized enough to effectively implement relevant policies for teacher development, and the lack of teachers and fewer opportunities for professional development and continuing education affect the improvement of their professional ability. For the development of a school, in addition to the introduction of talents, it can also develop and cultivate internal human resources, especially the training mechanism for high-level talents, and do a good job in the construction of lifelong education training system for faculty and staff under the premise of respecting the personal growth needs of faculty and staff and the needs of self-value realization. NS University attaches great importance to the pre-service academic qualifications of its staff and often ignores the importance of post-service training. In addition, young teachers only pay attention to teaching and scientific research, and have little awareness of training and do not understand the significance of training. In the future, it is necessary to strengthen the training awareness of the staff and further improve the talent development mechanism. A summarized SWOT analysis is presented in table 2.4.

Table 2.4 - SWOT analysis Summary

Name	Major item	Pagination
Strengths	1. Distinctive school-running characteristics	p30-31
	2. Full of disciplinary characteristics	p31-32
	3. Actively open up schools	P32
	4. The educational structure tends to be perfect	p32-33
Weaknesses	1. Geographical position is not advantageous	p33
	2. Backward management concept	p34
	3. Management mechanism is not perfect	p35
Opportunities	1. Increased policy support	p35-36
	2. Beautiful natural environment	p36
	3. The surrounding economy is developing well	p36
Threatss	1. Brain drain	p37
	2. Imperfect talent development mechanism	p37-38

** Source: compiled by the author.*

SWOT is used to analyze the strengths, weaknesses, opportunities and threats brought by the internal and external environment of human resources, which provides data support for the analysis of the problems existing in the human resources structure in the following paper, and also plays a guiding role in the optimization direction of the problems.

CHAPTER 3

THE PROBLEMS OF HUMAN RESOURCE STRUCTURE OF NS UNIVERSITY AND ITS OPTIMIZATION COUNTERMEASURES

3.1 Main problems existing in the human resource structure of NS University

On the premise of the previous analysis and understanding of the current situation of the human resources structure of NS University, this chapter points out the main problems existing in the human resources structure of NS University, analyzes different problems, and puts forward reasonable suggestions for structural optimization, so as to further promote the construction of applied undergraduate colleges of NS University.

1. Incorrect Positioning

College human resources, as one of the most important resources of the university, help the university to obtain the advantages of development and competitiveness. Institutions of higher learning provide human resources and knowledge resources for social development, which requires their development to be ahead of social development. To be ahead of the social development, it is necessary for the personnel management departments of colleges and universities to rationally allocate high-level human resources to the teaching, scientific research, management and social services of colleges and universities according to the organizational requirements and management objectives, using modern management theories and methods, so as to give full play to their maximum benefits and functions, and achieve a win-win situation for the personal career development of faculty and staff and the construction of colleges and universities [24].

1.1. Cognitive positioning is not deep enough

Although NS University attaches more and more importance to human resource management, it still lacks a thorough understanding of the structure and management mode of human resources. There are too few high-level talents and the basic talents, which account for the majority, are often ignored. As a result, the enthusiasm of basic talents is reduced, and the overall efficiency of human resources is reduced. It does not

raise the human resources closely related to the development of colleges and universities to the strategic level, and only pays attention to the introduction of talents and other transactional work; In addition, the management goals of some employees are low, that is, they only need to do their own work well, which makes it difficult to achieve the development goals of colleges and universities. Therefore, only by repositioning human resources, taking staff as a resource that can be developed and utilized, and fully mobilizing the enthusiasm of staff, can we effectively optimize the structure of human resources and promote the modernization of colleges and universities.

1.2. The function positioning is not clear

NS University has not promoted human resource management to the strategic level, failed to integrate with the overall strategic goals of the university, lacked long-term talent development planning, and was not clear enough in the scope of responsibilities, resulting in the lack of coordination and consistency in recruitment, training, performance management and other aspects. Some human resource management functions may be scattered in various departments or departments, resulting in a decline in overall effectiveness, insufficient information communication between the human resource department and other departments, resulting in unreasonable resource allocation, human resource management personnel may lack professional training and development, resulting in uneven management levels. The human resource department should provide consultation, advice and support for important decisions of colleges and universities, instead of simply passively executing orders. The human resource department should update the human resource management model, learn from the market-based personnel management model, change the management perspective, pay attention to the optimal allocation of human resource structure, and promote the improvement of the teaching level of colleges and universities

2. *Human resource allocation and mobility*

Human resource allocation refers to the rational combination and allocation of the structure of human resources in colleges and universities, so that the individual abilities of its faculty and staff can be fully developed, thus forming a good work team and bringing higher returns to the school [25]. The introduction and loss of talents and the

change of intra-school mobility all affect the effective allocation of school human resources to a certain extent.

2.1. Unreasonable allocation of human resources

The unreasonable allocation of human resources is mainly reflected in age, education, professional titles and other aspects, such as the unbalanced development of teaching and scientific research in colleges and universities, the serious shortage of high-level talents, and the unscientific development and planning of disciplines, resulting in a serious shortage of human resources in some disciplines.

Through the analysis and research on the three levels of human resources of NS University in the past five years, it can be concluded that NS University is a rapidly developing institution with a low educational level of human resources, but inevitably there are certain problems in the change of human resources structure. For example, the staff of NS University are mainly between 26 and 35 years old. The middle strength of human resource structure is weak; In addition, in the human resources education structure of NS University in 2024, the proportion of graduate students is as high as 87%, but the proportion of doctoral students is only 39%, and master students occupy the theme position of all the staff, which is not easy to form a good academic gradient. At the same time, in the process of analyzing the title structure, the proportion of senior titles is low, which is easy to lack discipline leaders in the scientific research work of colleges and universities, thus affecting the allocation of the entire human resources structure and hindering the improvement of the quality of running a university and the level of scientific research.

2.2. Large mobility of human resources

The mobility of human resources in colleges and universities refers to the mobility of faculty and staff in colleges and universities, including the recruitment, demission, promotion and transfer of personnel. Because of its special nature of running schools and market environment, NS universities usually face some specific problems of human resource mobility. The main factors affecting the mobility of human resources in private colleges and universities are as follows: private colleges and universities usually have relatively low salaries and welfare benefits, which may lead to the loss of faculty and

staff; With the increase of private colleges and universities, the competition is intensified, and the outstanding talents will be attracted by other colleges and enterprises. The comfort of the working environment and the inclusiveness of the school culture will affect the employee's satisfaction and sense of belonging. Compared with public universities, NS University has insufficient teaching and scientific research resources, which affects the work enthusiasm of faculty and staff. The motivation of personnel flow is different, some are to pursue higher goals and realize the value of life, and some are simply because of the generous treatment provided to individuals by universities to compete for talents.

3. Poor maintenance and development of human resources

The maintenance and development of human resources refers to the rational development of human resources to optimize the structure of human resources on the premise of ensuring the complete structure of human resources. However, at present, all colleges and universities are backward in the concept of human resources management and pay too much attention to the introduction of talents from the society, while paying little attention to the post-service training of original personnel in schools [26].

3.1. The cost of personnel training is too high

NS University is currently in the stage of steady and rapid development. In order to attract higher-level talents, the treatment of newly introduced talents with higher education is much higher than that of existing staff. As a result, the treatment gap between different staff members is too large, and the original staff's enthusiasm for work is easy to decrease. Although the introduction of talents can make up for the gap of brain drain to a certain extent, both of them often pay more university costs, which seriously threatens its stability and is not conducive to the maintenance of human resources.

3.2. Neglect of humanistic care

Compared with public universities, NS University has diversified but potentially unstable funding sources, which leads to insufficient investment in humanistic care for teachers, lack of certain flexibility and integration of human resource management mode, too much emphasis on compulsory management and guidance of faculty and staff, short-term teaching effect and students' examination results, and neglect of individual care and career development support for teachers. Teachers' psychological needs and personal

development needs are ignored, and teachers' career development and mental health lack systematic support and institutional protection, resulting in teachers feeling neglected. In management, there is a problem of poor communication, the voice and needs of teachers are not reflected and solved in time, and the subjective initiative of teachers is not mobilized, resulting in the reduction of work efficiency, and more importantly, the waste of human resources.

3.3. Poor human resource development

The primary condition for the development of human resources is to maintain the integrity of human resources, and excessive loss of talents is not conducive to the development and utilization of human resources. In the development and introduction of talents, NS University emphasizes external recruitment over internal training, employment over assessment, and neglects the post-service training and education of faculty and staff, which results in limited improvement of the academic level of faculty and staff. In addition, the university is worried that the training of existing personnel will increase the cost, and at the same time, the loss of trained talents will increase the cost of colleges and universities. In this situation, the development process of existing human resources of NS university is slow.

4. Lack of effective incentive mechanism

Motivation refers to the psychological process of using stimulating and encouraging behaviors and languages to mobilize the enthusiasm and initiative of the motivated person, so as to stimulate the potential motivation and power of the person [24]. Incentive mechanism is the most widely used mechanism to mobilize the inner enthusiasm of teachers and improve the teaching quality at present, but there are some problems such as rigid incentive form and unclear assessment index.

4.1 Lack of human environment

At present, the incentive methods of college teachers are mainly based on high material rewards, and college administrators have not considered the psychological needs of college teachers, and have not created a strong academic environment. Colleges and universities are places of knowledge dissemination and innovation. However, under the impact of the market economy, teachers gradually lose their humanistic spirit and moral

spirit, and neglect the main job of teaching and educating people because of their enthusiasm for money accumulation. For this reason, colleges and universities need to provide a good working environment for talents as much as possible in addition to giving them favorable treatment.

The current problem of NS university is that it pays too much attention to the material conditions that provide high salary and high welfare for high-level talents, while ignoring the importance of working environment. In fact, for high-level talents, external material conditions can be obtained anywhere, and the working environment suitable for individual talent is the main reason for deciding to stay. Although colleges and universities need to introduce talents to improve the overall educational level, more importantly, they also need to have a rigorous style of study and a good academic atmosphere. Therefore, the college should pay more attention to the humanistic environment in terms of human resource incentive mechanism, and truly realize the win-win situation of teachers' personal career development and school development and construction.

4.2 solidification of incentive form

The solidification of incentive form is embodied in two aspects: time and content. Among them, the incentive time for college teachers is relatively fixed, mostly for the end of the year and Teachers' Day and other important time nodes, but the rewards and incentives in daily work are less, which is easy to produce slack work and low work efficiency. In terms of content, it is nothing more than giving all teachers the same material rewards, title evaluation and honorary certificates, and does not take into account the differences of individual faculty members. Maslow's "hierarchy of needs theory" requires that when rewarding faculty members, the psychological needs of faculty members should be considered first, rather than taking a "knife cut" "Cut" strategy, so not only a waste of reward items, but also far from the desired effect of motivating teachers.

At present, the main incentive means of NS University are professional title evaluation and recruitment and reward incentive, and reward incentive is the key content of incentive, and its shortcomings are as follows: Compared with the teaching and research tasks undertaken by the young teaching and research staff, the relatively unfair

treatment received by the young teaching and research staff inhibits the enthusiasm and creativity of the school staff in teaching, research, management and service, which is easy to lead to talent flow, which is an unfavorable factor for the overall construction and development of the school.

NS University has abundant intermediate resources in its human resources structure, but the school fails to reasonably arrange post-service training for young teachers, resulting in poor balance between scientific research and teaching, and increased pressure on scientific research and teaching, which is not conducive to the personal growth and development of young teachers. With the gradual aging of intermediate resources and insufficient ability of young teachers, it will lead to a situation of exhaustion. It is not conducive to the allocation of school human resources structure. As an institution of higher learning, the goal of NS University should not only be to quantitatively assess the performance of teaching and research, but to take knowledge innovation ability, teaching and educating methods into account, so as to make the work of faculty members more meaningful, so as to promote the development of positive personality and ability of faculty members.

4. 3 There is a phenomenon of light weight

Although the current human resource incentive measures of NS University reflect the value of human resources, the assessment standards of teaching and scientific research tasks are different according to the different post nature of the faculty and staff, but the assessment marks the majority of teaching and scientific research tasks or the assessment focuses on the quantity. For teachers, more teaching tasks reduce their time for theoretical research, which affects the overall scientific research level of the teachers. In addition, for the staff in scientific research positions, they spend more time guiding students to participate in science and technology competitions, writing papers and accumulating class hours, and their energy in scientific research is limited, resulting in a decline in the quality of teaching and research.

The quantitative standard system has a great defect, that is, teaching tasks can only observe the teaching workload, and there is no suitable way to verify the teaching quality. For wealthy individuals, the difficulty of giving play to their tacit knowledge and

creativity cannot motivate staff to make efforts in improving the teaching quality. In addition, high-value scientific research is carried out in order to meet the number of published papers, and the level of papers is lowered, and always stays at a low level, which is not conducive to the long-term development of staff members and schools.

3.2 Countermeasures and suggestions for optimizing human resource structure of NS University

1. Update the HR management concept

The core competitiveness of colleges and universities does not lie in whether their infrastructure is magnificent, but in having a high quality and high quality

It is an important task for colleges and universities to make reasonable planning and management for the human resources of skills [25]. First of all, colleges and universities should learn from the successful experience of other colleges and universities, integrate the concept of "people-oriented" modern human resource management into all aspects of university management, rationalize the human resource structure according to the actual situation of colleges and universities, give play to the subjective initiative of individuals and the positive role of work, and push talents to strengthen the university project [27]. NS University is a late-developing school. First of all, it recognizes the importance of human resources in colleges and universities, and then it updates the concept of human resources management and fully implements the concept of human resources management in order to truly play the role of human resources in colleges and universities.

1.1. Clear functional positioning

To clarify the functional orientation is to clarify that the human resource management department is not an ordinary functional department, but a department that has a certain influence on the development direction and speed of colleges and universities. For the management of human resources, human resources should be regarded as a kind of resources that can be developed and developed, and the importance of human resources to universities should be truly recognized. In the management work,

we should carefully analyze whether the human resources structure of the university is reasonable and whether the human resources management mode is effective, give full play to the role of the human resources department, mobilize the enthusiasm of the faculty and staff, and promote the harmonious and stable development of colleges and universities. Develop a reasonable salary system to ensure that the salary of employees is in line with the market level, and provide corresponding welfare policies. According to the development strategy of the university, the long-term planning of human resources is carried out to ensure the sustainable development of human resources.

1.2. Update the management concept

In human resource management, we should establish a "people-oriented" modern human resource management concept, pay attention to the needs and development of teachers and students, establish a people-oriented management model, respect individual differences, pay attention to mental health and career development, and combine their emotional needs, destination needs, physiological needs, self-realization needs, etc. University teachers are endowed with greater freedom and space in teaching and research activities. Establish a continuous learning and development mechanism to encourage employees to update their knowledge and skills. At the same time, we should establish a scientific and reasonable performance evaluation system, pay attention to teachers' contributions in teaching, scientific research and social services, and encourage the growth and development of outstanding talents. University administrative personnel and logistics service personnel should do a good job of related auxiliary work, serve scientific researchers to better complete their own work, form a human resources joint force, encourage cooperation and communication between different departments, break information barriers, improve work efficiency, the use of big data, artificial intelligence and other modern technical means to improve the efficiency of human resources management.

1.3. Implement management concepts

In the human resource management work of colleges and universities, the management concept of "people-oriented" is not a slogan, only the real implementation of the management concept in the management work, emphasizing respect and care for

faculty and staff, and paying attention to their career development and personal growth. Establish a scientific talent selection mechanism to ensure the recruitment of outstanding talents suitable for the development of the school, at the same time, formulate systematic training and development plans to enhance the professional ability and comprehensive quality of faculty and staff. Establish a fair and impartial performance evaluation system, evaluate the work performance and contribution of the faculty and staff, give feedback in a timely manner, encourage communication among all levels of the school, establish an effective feedback mechanism, timely understand the needs and suggestions of the faculty and staff, enhance their sense of belonging and participation, promote their continuous improvement and promotion, and create a positive campus culture. Encourage teamwork and knowledge sharing to enhance the cohesion and centripetal force of the faculty.

2. Develop talent introduction plans

In the process of human resource management in colleges and universities, the proper use of talent introduction mechanism can quickly adjust the structure of human resources. The function of talent introduction can be summarized as optimizing the structure of human resources and improving the overall education of human resources, which is a guarantee mechanism for high-level talents in colleges and universities. Therefore, for the overall planning, talent introduction needs to follow certain principles and make perfect plans. The university can effectively optimize the structure of human resources, attract and retain outstanding talents, and thus promote the sustainable development and innovation of the university.

2.1. Determine the basic principles

In order to steadily promote the project of strengthening the university with talents, standardize the introduction and management of teaching and research talents, and provide strong talent support for accelerating the construction of a teaching and research university, NS University focuses on introducing high-level talents and excellent doctors who meet the development goals and discipline construction plans of the university by adhering to the principles of "scientific planning, post establishment according to demand, open recruitment and merit-based hiring". Strengthen the construction of teaching and research teams, optimize the structure of teachers, and improve the overall

level. The principle of scientific planning and need-based post establishment is to adjust and optimize the actual human resource structure of the school, adapt to the overall human resource planning of the school, and maximize the utilization efficiency of human resources. In particular, the introduction of talents according to the discipline construction plan can truly match the teacher strength and professional structure. It will not cause the phenomenon of homogenization of human resources and the shortage of high-level and high-level talents.

In the talent introduction process, ensure fair competition and avoid any form of discrimination in order to attract the best talent. The focus is on the applicant's academic ability, scientific research achievements, teaching level and practical work ability to ensure that the talents introduced can meet the development needs of the school. Talents from different backgrounds, disciplines and cultures are encouraged to join in order to promote academic exchange and innovation. Follow the national and local government's talent introduction policy, ensure that the introduction work is legal and compliant, and can obtain the corresponding support and guarantee. The system of full employment is adopted to establish a contractual employment relationship with the faculty and staff, which emphasizes the importance of position, responsibility and appointment. At the same time, according to the characteristics of the post, the scientific appointment of post personnel, to achieve the optimal human resources allocation state.

2.2. Improve the introduction plan

NS University follows the principle of talent introduction, formulates talent team construction plans and annual promotion plans according to the needs of discipline construction and development, and formulates corresponding talent introduction standards according to the needs of discipline development and social and economic development. Determine the type and number of talents needed, including professors, researchers, technicians, etc., and develop flexible talent introduction policies that allow for multiple forms of talent introduction, such as part-time, visiting scholars, etc. Provide competitive salaries and benefits, including research start-up funds, housing subsidies, children's education, etc. Establish a scientific assessment and evaluation system, regularly evaluate the work performance of imported talents, reward and commend talents

with excellent performance, and stimulate their work enthusiasm and creativity. Provide career development planning and training opportunities for imported talents, encourage them to continue to study and research, create a good academic atmosphere, and encourage talents to carry out interdisciplinary cooperation and scientific research project declaration. Strengthen school-enterprise cooperation, establish cooperative relations with enterprises and scientific research institutions, jointly develop projects, and attract more application-oriented talents.

3. Improve the mechanism for employing talents

Through the analysis and research on the three levels of human resources of NS University in the past five years, it can be concluded that NS University is a rapidly developing institution with a high educational level of human resources, and the title structure is also developing in a good direction, but there are still problems such as the threat of aging of human resources and the low proportion of talents with high professional titles and high academic titles.

3.1. The structure of human resources becomes younger

The young structure of human resources is mainly to ensure the sustainability of efficient development, and there are many main solutions

Recruit college graduates, keep the whole team age interval evenly, and promote the structure of human resources tends to be younger; Or increase the post-service training for young teachers, so that they can grow up quickly, can undertake more teaching and research tasks, and form a good academic gradient.

3.2. We will increase the proportion of high-level personnel

The overall educational level of human resources in NS University is relatively high, but there is still a certain gap in the proportion of high-level people compared with first-class universities. It is still necessary to continue to increase the proportion of doctoral degree personnel in human resources. More attractive recruitment policies can be formulated, such as providing competitive salaries, research start-up funds and living subsidies, to attract outstanding talents. At the same time, we pay attention to the training of academic leaders, provide sufficient scientific research funds and equipment support, create a good academic atmosphere, give full play to the leading and demonstration role

of academic leaders, increase the training and development of staff with intermediate and deputy senior titles, provide a clear career development path and improve the professional title evaluation and recruitment mechanism, and improve their sense of belonging and development motivation in the university. To improve the overall level of education and research.

4. Strengthen manpower training

The essential goal of human resource management in colleges and universities is to improve the structure of human resources and prevent the serious loss of human resources, so it is necessary to attach great importance to the training of college staff and strengthen the awareness of competition and incentive [28].

4.1. Strengthen the competition mechanism

Formulate scientific and reasonable recruitment standards, clarify the requirements for academic ability, teaching level, scientific research achievements, etc., to ensure the selection of high-quality teachers. To provide teachers with career development training and further study opportunities, help them improve professional quality and teaching ability, enhance competitiveness, in the process of staff training, it is necessary to formulate training assessment standards, to mobilize the enthusiasm of staff to participate in post-service training on the principle of fair competition and full participation. Establish and improve the teacher performance evaluation system, regularly evaluate teachers' teaching, scientific research, service and other aspects, reward, promotion or training according to the evaluation results, limit the training quota according to the school discipline construction plan, and combine the training and evaluation results with the reward mechanism, establish a fair and impartial professional title evaluation and promotion mechanism to ensure that teachers have equal opportunities in the competition. Enhance teachers' sense of belonging and initiative.

4.2. Hierarchical culture

Hierarchical training means that human resources in colleges and universities are divided into leaders, professional backbones and young workers at three levels, and different levels of group training methods are different. Leaders will provide training on innovative thinking and cutting-edge educational knowledge, including participation in

international exchanges and cutting-edge technology application training, and encourage them to carry out educational innovation and practical exploration. To form a good scientific research ability and systematic knowledge structure. During the training of professional backbones, they can participate in scientific research projects, assume teaching management responsibilities, and carry out academic exchanges to emphasize the improvement of teaching research and education management ability, so that they can be better qualified for cutting-edge research and basic teaching work of the discipline. The training camp emphasizes the control degree of the frontier of the discipline and advanced teaching concepts and teaching methods, so as to promote the improvement of their comprehensive quality. For young workers who have just entered their professional posts and lack experience in adapting to the environment and teaching methods, they mainly include basic courses such as educational theory, teaching method and subject knowledge. Through pre-job training and mentoring pairing, we help them quickly adapt to teaching work, and at the same time focus on improving their communication ability with students and their physical and psychological quality.

5. Improve the evaluation and incentive system

The effective incentive mechanism can maximize the subjective initiative and enthusiasm of individuals and teams. The main factors restricting the effective incentive are unclear incentive principle, unscientific incentive method and unreasonable assessment mechanism.

5.1. Determine the incentive principle

Under the premise of "people-oriented" modern management concept, the incentive principle can be divided into the principle of humanism, the principle of fairness and the principle of combining material and spiritual incentive. The principle of humanism means that people are the most important factor in the management of human resources in universities. The incentive mechanism of colleges and universities is a mechanism to give full play to the value of people, strengthen the degree of attention to people, use and develop potential, and stimulate people's creative and innovative spirit. The principle of fairness refers to the need to ensure the fairness and transparency of the talent introduction process, standardized talent management system, and ensure the high

level and high quality of the talent team. The material motivation and the spiritual motivation are two kinds of motivation methods. On the premise of guaranteeing the material motivation of the staff, the spiritual motivation is used to maintain the fundamental motivation of the continuous work of the staff.

5.2. Diversified incentive methods

At present, the incentive time of colleges and universities is relatively fixed, mostly for the end of the year and Teachers' Day and other important time nodes, if the rewards and incentives in daily work are less, it is easy to reduce the work efficiency. The reward content is relatively unified, nothing more than to give all teachers the same material reward, title evaluation and award of honorary certificates, and so on, and does not take into account the differences of individual teachers and staff, to prevent the emergence of the above problems, the formation of diversified incentive methods is more important.

The combination of short-term incentive and long-term incentive can solve the disadvantages of time-fixed incentive in colleges and universities. Short-term incentive is more suitable for major tasks in colleges and universities and has its strength advantages. The long-term incentive is more conducive to the realization of the long-term goals of colleges and universities, and it is better to maintain a long time. The combination of the two incentive systems can better mobilize the human resources of colleges and universities, so as to ensure the smooth realization of various work in colleges and universities.

5.3. Improve the assessment mechanism

The appraisal mechanism of NS university mainly takes the performance appraisal results of faculty and staff as an important basis, which can play a certain incentive role. However, since the performance appraisal system is related to the vital interests of individuals, if it is handled improperly, it will easily reduce the enthusiasm of faculty and staff. Therefore, in the process of improving the assessment mechanism, it is necessary to pay attention to the following points: develop reasonable quantitative indicators, such as teaching satisfaction, scientific research achievements, project declaration, etc., and pay attention to qualitative evaluation, such as the innovation of teaching content, the social impact of scientific research, etc., the assessment criteria should be detailed and

operable and appropriately challenging, and focus on the participation of personnel. Therefore, first of all, the evaluation criteria are detailed and quantified, and the staff with different titles, posts and levels are assessed in strict accordance with the standards. The assessment process needs to maintain absolute transparency and fairness, ensure that teachers understand and agree with the assessment mechanism, set up appeals channels, and ensure that teachers can be treated fairly when they encounter problems in the assessment. Using the system entry method, the teaching, scientific research papers and awards of all staff are counted, and the performance is submitted to the school system for publicity after standard review, simplifying the assessment means.

6. Create a harmonious campus culture

Scholars believe that the theoretical construction of the relationship between local human resource management and employee organization in China needs to start from the local cultural context. Strong cultural atmosphere can strengthen the incentive effect of human resources in colleges and universities. At the same time, creating a serious, lively, positive and healthy campus cultural atmosphere is also a way to highlight the university's cultural heritage.

6.1. Create a harmonious campus culture

For colleges and universities, harmonious campus culture can create a satisfactory working environment for faculty and staff, and can feel at ease

Teaching and research activities also promote the faculty to actively improve their own abilities, and can better complete the teaching objectives and tasks. Campus culture not only has a positive guiding effect on the value orientation of teachers and the whole school, but also has a normative and restrictive effect on the thinking and behavior of teachers, making the school atmosphere harmonious. In addition, a good campus culture can enhance the cohesion of all the staff, stimulate the staff's vigorous and high emotions, and satisfy the spiritual needs of all the staff. It can produce effective spiritual motivation and help to achieve the strategic goals of the school.

6.2. Create a serious and lively academic atmosphere

The serious academic atmosphere is mainly manifested in teaching and scientific research. It rewards scholars who have made excellent achievements in scientific

research, severely punishes academic behavior that is deceptive, and formulates and propagates clear academic norms and codes of conduct so that both students and teachers can understand the importance and seriousness of academic research. As long as in this atmosphere, the academic level of individuals will steadily increase, and the strength of colleges and universities will also increase accordingly. On the one hand, vivacity refers to the atmosphere of campus life, and on the other hand, it refers to a happy atmosphere in which the faculty and staff of the school care for and help each other. Under tense and stressful circumstances, people can maintain a sense of excitement, which can improve work efficiency to a certain extent. Regularly organize various academic lectures, seminars, academic exchanges and other activities, invite well-known scholars and experts to share cutting-edge research, stimulate academic interest, and greatly improve the work effect in a flexible and lively academic atmosphere. Regular selection and recognition of outstanding academic research and results, encourage teachers and students to actively participate in academic activities, create a serious and lively academic atmosphere, and promote the academic development of colleges and universities.

3.3 Improve the efficiency of human resource management of NS University

1. Pay more attention to the sustainable development of staff in the later period

In recent years, the attention of NS University has almost stayed on the Protestant staff, such as the induction training of new education, teaching observation and teaching ability improvement and other activities, and little attention has been paid to the staff with a long tenure, but in fact, the sustainable development of the staff should be the main concern of the college. The sustainable development of staff in the later period should grasp the following points:

First, strengthen the construction of teachers' ethics, improve the ideological and political quality and political accomplishment of teachers and staff, link the performance of teachers' ethics with the promotion and evaluation of professional titles, especially full-time teachers and counselors, their words and deeds are easy to be noticed by students or even imitated, if you can improve the ideological level and political literacy of these two

types of teachers, it is equivalent to providing a good example for students every moment. Let them not only learn book knowledge, but also understand the truth of life, establish correct values and outlook on life, and build correct political consciousness.

Second, carry out system reform, activate the employment mechanism, stimulate the sense of responsibility of the faculty and staff, link work with performance, actively improve and implement the performance-based salary system, break the egalitarianism, and establish a good competition mechanism [29]. At the same time, establish a scientific and reasonable selection and assessment system to ensure the fairness and transparency of talent selection, and improve the sense of belonging and mission of faculty and staff. Through the reward mechanism to encourage excellent performance, such as the establishment of excellent teacher awards, innovation awards, etc., to stimulate the enthusiasm of staff.

Third, improve the overall level and teaching level of the staff, implement teaching observation, classroom supervision, and strengthen the training of young staff. A group of experts was set up to attend lectures at irregular times every week and evaluate the lecture content. Teachers with strong teaching ability were rewarded. Teachers with poor classroom results were required to rectify the classroom, regularly reflect on themselves, record successes and shortcomings in the teaching process, and formulate improvement plans. Regular training and seminars are held to update educational concepts and teaching methods and exchange teaching experience. Teaching activities at the national and provincial levels will be gradually handed over to young staff, led by old staff, and young staff will also be given opportunities to develop.

2.Strengthen the free competition of faculty and staff for employment

Competitive recruitment is a kind of selection of excellent teachers and management personnel at all levels in colleges and universities on the basis of person-job matching theory. To achieve free competition for employment, the principle of voluntary participation should be followed first. Many studies have shown that if employees are dissatisfied with their posts, the efficiency will decline; otherwise, it will rise [30]. Therefore, it is a way to improve the efficiency of the college to change the posts of those faculty members who are not passionate about their posts or have negative emotions in a

timely manner. Secondly, it is also necessary to carry out job matching work, to assess the skills, psychology and quality of the staff who are interested in the job, but also to combine the actual situation of the school, according to the unified principles and scoring standards, scoring standards to be fair and just, but also to follow the humanization. Finally, the free competition for the post should also have a corresponding probation period, during this period if they can be competent to work in time to stay, if not competent to work, but also need to adjust the post according to its actual situation and the required situation of the post.

In addition, due to the particularity of colleges and universities, in the free competition for jobs, but also pay attention to miss the two periods of June and September, June is the graduation season, September needs to welcome new students, these two months are more things, this period is not suitable for changing positions, so the competition for jobs can choose in January or February each year to announce the latest vacancy in the university. The specific steps can first publish the vacant positions, including the positions that currently have no special personnel to handle the work, and the positions of the current staff who will retire within a year. In addition, the positions that the faculty and staff want to compete for are collected and then screened, and the positions that many people compete for are planned, so that the faculty and staff who want to compete for this position can compete fairly and find the most suitable staff to take up the post. Secondly, it should be noted that, If the successful staff has a position, its own post should have the right personnel to take over, although this is a more cumbersome process, but if it can be handled well is a big help to the success of the entire recruitment process. There are very few faculty members who are likely to succeed in the competition for their original posts, so they can find Protestant staff members who match their posts among the newly recruited faculty members and temporarily put them in, waiting for the second year to see whether the posts match with the employees. The other thing is that each faculty member cannot compete for a new post every year, and if each employee succeeds in the competition for a new post, To serve in this position for three to five years, so as to ensure that the staff can choose the right position according to their

own wishes, and to ensure that the staff changes in each department will not be too large, which will affect the work of the department.

3. Apply the last place elimination system

The staff adopts the last-place elimination system, and the staff who are not qualified for the current position will be transferred. The work assessment will be carried out once a month, and the comprehensive work assessment will be carried out every quarter or half a year (or the quarterly work assessment will be carried out every quarter and the comprehensive work assessment will be carried out every year). Assessment will be made on their working ability and attitude [31]. The supervisor will sort out the materials and summarize them to the personnel department of the organization, and then the personnel department will transfer the eliminated staff according to their personal situation. The staff will be transferred according to their own ability, job demand and will. If the post is transferred three times in a row, or the staff who is not transferred five times in a row, it is necessary to assess whether they are competent for work in the school. In addition, the elimination system of the last place also needs to be integrated into the reward and punishment system. Employees with excellent performance can get the annual best post award, and the school will also give relevant material rewards when giving honors to employees, and some performance rewards can be correspondingly reduced for the staff at the bottom. Strive to form a good atmosphere of excellence in the faculty and staff.

The last place elimination system is a personnel management mechanism, the purpose is to optimize the teacher team, improve the overall quality of the teacher team and teaching quality, and promote the improvement of education quality. However, some people have questioned it, saying that the elimination system may lead to discord among teachers, excessive competition, and inhibit teaching innovation. Therefore, in the implementation process, careful design and promotion are needed to ensure fairness and transparency of the assessment, while taking into account the professional development and mental health of teachers.

4.Improve the matching degree of personnel positions

Based on the person-job matching theory, to improve the job matching degree of personnel, job analysis should be carried out first. Through systematic collection and analysis of job-related information, scientific job conditions, job responsibilities and tasks should be formulated according to job information and school future planning, and job qualification and job description should be formed [32]. Secondly, it makes a comprehensive analysis of the personality analysis, preference and ability of the existing staff, and leaves a specific analysis file for later use. Finally, based on the principle of person-job matching and adaptation, the staff posts with low work efficiency and low job matching degree are analyzed again, and the post redistribution is carried out according to the analyzed data and the profession, ability and preference of the staff.

Schools should, according to the teaching objectives and development strategies, clarify the specific responsibilities and requirements of each post, including professional background, work experience, skills, etc., design a reasonable career development path, encourage faculty and staff to deepen their professional fields, and improve their job adaptability and career satisfaction. At the same time, establish a regular performance evaluation mechanism, collect feedback from faculty and staff, and timely adjust post arrangements and work content to improve post matching degree. In the recruitment process, a variety of assessment methods are adopted, such as interviews, trial lectures, psychological tests, etc., to comprehensively assess the comprehensive quality and ability of candidates. Provide pre-job training for new faculty and staff, help them understand the job requirements and school culture, regularly organize on-the-job training and continuing education, and enhance the professional ability of faculty and staff. In short, effectively improve the job matching degree of faculty and staff, and then improve the overall quality of education in the school.

CONCLUSION

In recent years, with the in-depth implementation of the strategy of rejuvenating the country through science and education, the strategy of strengthening the country through talent and the strategy of innovation-driven development, the reform of higher education in China is also deepening, and the status and role of higher education in economic and social development is also becoming increasingly prominent. And "the success or failure of education depends on teachers", teachers are the main body of human resources in colleges and universities, and are the key factors affecting the quality of college development and talent training. Therefore, analyzing and exploring the structure of human resource in Chinese universities is of great significance to further promoting the deepening reform of our higher education and promoting the coordinated development of regional higher education and economy and society. As the gathering place and training place of talents, colleges and universities undertake the mission of cultivating high-quality talents and technological research and innovation. With the rapid development of society, the global economic trend has undergone great changes. In the context of promoting the "Belt and Road" strategy and under the conditions of globalization and market economy, the requirements of the whole society for the allocation of human resources have gradually increased. Human resources have become an important factor for the development of society and even the country. Its own human resources allocation is not only related to the development of colleges and universities, but also to the optimization of human resources allocation of the whole society. The drawbacks of human resources structure and management system of colleges and universities are not reasonable, internal allocation efficiency is not high, and management concept is backward, which affects the full play of functions of colleges and universities. It can not better meet the needs of the country, society and industry for education services. As an application-oriented undergraduate college, NS University has achieved significant growth in scale and quantity in recent years. In the continuous development of NS University, its human resources allocation should be continuously optimized along with social development, but there are still some problems in its human resources structure,

such as large teacher mobility and imperfect incentive mechanism. Therefore, this paper analyzes the human resource structure of NS University, points out the existing problems, puts forward specific optimization suggestions and clarifies the optimization direction in view of the existing main problems, which has guiding significance for the construction of human resource team of NS University.

On the basis of defining and sorting out the relevant concepts and theories of human resources, this paper first analyzes and summarizes the current research situation at home and abroad by referring to the research on the optimization of human resources structure in universities and the literature related to human resources management in universities, and further clarifies the related concepts and basic theories of human resources, human resources structure and human resources allocation. Based on the current situation of the human resource structure of NS University, this paper analyzes the existing problems of the human resource structure of NS University by using literature analysis, case analysis, comparative analysis and SWOT analysis, and puts forward corresponding optimization suggestions. According to the basic situation and the current situation of human resource structure of NS University, this paper describes the current situation of human resources of NS University by referring to relevant excellent research results and combining with modern human resource management concepts, and analyzes the changes of human resources of NS University from two dimensions: vertical and horizontal, which are reflected in the structural changes in the past five years. Detailed data statistics are made on the age structure, educational background structure and title structure of the human resources team of NS University in the past five years, and detailed analysis is made on the research on the problems existing in the human resources structure of NS University in the past five years. At the same time, SWOT analysis is used to comprehensively analyze the problems existing in the internal and external environment of the human resource structure of NS university from four aspects: advantages, disadvantages, opportunities and threats brought by the internal and external environment of its human resources. It is pointed out that NS university has inaccurate positioning, insufficient allocation and mobility of human resources, poor maintenance and development of human resources and lack of effective incentive mechanism. In view of the existing

problems, five optimization suggestions are put forward: updating the concept of human resources management, formulating the plan of talent introduction, perfecting the mechanism of talent utilization, increasing the intensity of manpower training, perfecting the evaluation and incentive system and creating a harmonious campus culture. At the same time, it puts forward the measures and methods of human resource management efficiency of NS University from four aspects: strengthening the sustainable development of staff in the later period, strengthening the free competition of staff, applying the elimination system of the last place and improving the matching degree of staff positions.

This paper studies the optimization of the human resource structure of NS University and puts forward corresponding optimization suggestions for existing problems. Human resource allocation itself covers a wide range and involves many problems. However, due to the data integrity, my theoretical level and scope of knowledge, the limitation of research time and subjective factors, the research in this paper still has some shortcomings. It needs further discussion. For example, in the process of constructing the index system affecting the spatial distribution of human resources in universities, the scientificity and rationality of the index selection need to be further strengthened; Due to the lack of statistical data on the age structure and education structure of human resources in regional colleges and universities, it is impossible to conduct a more comprehensive quantitative analysis of the internal structure of human resources in regional colleges and universities. The scientificity and operability of the proposed countermeasures and suggestions to optimize the structure of human resources in colleges and universities need to be tested in practice. Due to the limitation of data availability, this paper mainly analyzes the human resource structure of colleges and universities in China from the quantitative level, and should take the qualitative dimension as the topic of in-depth study of the human resource structure of colleges and universities in the future. The research on the optimization of human resource allocation is still a little shallow, and the countermeasures for human resource allocation are only preliminary suggestions, which need to be constantly adjusted and modified in concrete practice in order to truly optimize the human resource allocation of NS University. In addition, this paper studies the human resources structure of Chinese universities from the macro and micro levels. How to combine the

parameters of these two levels to analyze the human resources structure of universities more clearly and comprehensively is also the focus of further research in the future. Finally, for the problems and shortcomings of this dissertation, I hope that all experts will be generous to advise me so that I can continue to improve it in the future.

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APPLICATIONS