

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**

**SUMY NATIONAL AGRARIAN UNIVERSITY**

**ECONOMICS AND MANAGEMENT FACULTY**

**Public Management and Administration department**

# **QUALIFICATION WORK**

**education degree - Master**

on: **The innovation strategy of administrative management  
mode in private colleges and universities**

Completed:

student of  
specialty 073 Management  
EP «Administrative management»

***Chen Lili***

Supervisor

***Olena Bieliaieva***  
PhD., Associate Professor

Reviewer

***Liudmila Ivashyna***  
PhD, Associate Professor

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# SUMY NATIONAL AGRARIAN UNIVERSITY

**Faculty** Economics and Management  
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Approved:

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 Department  
 «\_\_\_\_\_»

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## TASK

on thesis for a student

**Chen Lili**

**1. Theme of Qualification work:** **The innovation strategy of administrative management mode in private colleges and universities-Take Yantai Nanshan University as an example**

Supervisor . Olena Bieliaieva PhD., Associate Professor

approved by the university from \_\_\_\_\_

**2. Deadline for student completed project (work)**

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### 3. Background to the project (work):

*Outline of the National Medium - and Long-Term Education Reform and Development Plan (2010, 2020)*

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### 4. Contents of settlement and explanatory notes (the list of issues to develop):

1. Definition of the central concept and the corresponding theoretical base.
2. Analyzing survey data on professional burnout of administrative staff at Nanshan University, Yantai, Shandong.
3. Investigate measures to improve the innovation strategy of administrative efficiency of private colleges and universities.
4. Develop measures to improve management personnel's social and psychological adaptation.
5. Summarize the results of the analysis.

**5. Date of assignment:**

**20 December 2023**

### CALENDAR PLAN

| №  | Title the stages of the degree project (work)                                                             | Date of performance project stages | Note        |
|----|-----------------------------------------------------------------------------------------------------------|------------------------------------|-------------|
| 1  | Definition and approval of the thesis, preparation of the plan - schedule of work                         | <i>August 2024 p.</i>              | <i>done</i> |
| 2  | Selection and analysis of literary sources, the preparation of the first theoretical chapter              | <i>October - November 2024 p.</i>  | <i>done</i> |
| 3  | Preparation and presentation of the draft of the first chapter of the thesis                              | <i>November 2024 p.</i>            | <i>done</i> |
| 4  | Collection and processing of factual material, synthesis analysis of application issues in the enterprise | <i>August 2024 p.</i>              | <i>done</i> |
| 5  | Making the theoretical part of the thesis, summarizing the analytical part                                | <i>December 2024 p.</i>            | <i>done</i> |
| 6  | Design options improve the research problem                                                               | <i>December 2024 p.</i>            | <i>done</i> |
| 7  | Completion of the project part of the thesis, design chapters                                             | <i>December 2024 p.</i>            | <i>done</i> |
| 8  | Previous work and its defense review                                                                      | <i>January 2025 p.</i>             | <i>done</i> |
| 9  | Checking the authenticity of the thesis                                                                   | <i>January 2025 p.</i>             | <i>done</i> |
| 10 | The deadline for students to complete the thesis                                                          | <i>January 2025 p.</i>             | <i>done</i> |
| 11 | Defense of the thesis                                                                                     | <i>March 2025</i>                  |             |

Student

(Signature)

***Chen Lili***

Supervisor of science work

(Signature)

***Olena Bieliaieva***

Authentication performed

(Signature)

***Nadiia Baranik***

Checking the authenticity conducted.  
The thesis allowed for defense.

(Signature)

***Svitlana Lukash***

## ABSTRACT

**Chen Lili. The innovation strategy of administrative management mode in private colleges and universities.**

**Master's thesis in the specialty 073 «Management» EP «Administrative Management» SNAU, Sumy-2025 - Manuscript.**

The administrative management level of colleges and universities is an essential symbol for measuring the overall level of colleges and universities. Under the background of higher education reform in our country, the university administration plays a vital role in university reform. Improving our university's administrative management level and efficiency, optimizing our university's administrative management system, and deepening the reform of universities are of great significance.

In promoting the reform of the management mode of administrative work, colleges and universities need to formulate targeted strategies according to the school system, scale, and overall development plan to improve the efficiency and quality of administrative work. Provide thoughtful and satisfactory service to all departments, teachers, and students. This paper takes Yantai Nanshan University as an example, uses the burnout scale to conduct questionnaire analysis, and interviews some administrative personnel. Analyzes the mode, feasibility, and necessity of the administrative management suitable for China's private colleges and universities in combination with Yantai Nanshan University and examines the obstacles, problems, and improvement measures existing in promoting innovative management mode in the administrative management reform of colleges and universities.

**Keywords:** private colleges and universities; Administrative management mode; Innovate; tactics

### **Анотація**

**Чень Лілі. Інноваційна стратегія режиму адміністративного управління в приватних коледжах та університетах.**

**Магістерська робота за спеціальністю 073 «Менеджмент», ОП «Адміністративний менеджмент» СНАУ, Суми-2025 - Рукопис.**

Рівень адміністративного управління коледжами та університетами є важливим символом для вимірювання загального рівня коледжів та університетів. На тлі реформування вищої освіти в нашій країні важливу роль у реформуванні університету відіграє адміністрація університету. Велике значення має підвищення рівня та ефективності адміністративного управління нашим університетом, оптимізація системи адміністративного управління нашого університету, поглиблення реформування університетів.

У процесі просування реформи управлінського режиму адміністративної роботи коледжі та університети повинні сформулювати цільові стратегії відповідно до шкільної системи, масштабу та загального плану розвитку, щоб підвищити ефективність та якість адміністративної роботи, беручи за приклад Університет Яньтай Наньшань. У цій статті наведено приклад Університету Яньтай Наньшань, він використовує шкалу вигорання для проведення анкетного аналізу та опитує деякий адміністративний персонал. Аналізується режим, доцільність і необхідність адміністративного управління, придатного для приватних коледжів і університетів Китаю в поєднанні з Університетом Яньтай Наньшань, а також аналізуються перешкоди, проблеми і заходи з удосконалення, що існують у просуванні інноваційного способу управління в реформі адміністративного управління коледжів та університетів.

**Ключові слова:** приватні коледжі та університети; Режим адміністративного управління; Інновації; Тактики

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## INTRODUCTION

**Actuality of theme:** In recent years, with the development of The Times and the development of education reform, the reform of higher education in China has been furthered, and the corresponding university administration system has also been improving, forming a higher education system with Chinese characteristics and a complete system of university administration working mode and system mechanism. But, as an essential force, private colleges and universities provide a large number of talents for society; with the continuous expansion of the scale of colleges and universities, the original administrative and organizational structure can no longer meet the needs of the development of modern colleges and universities. Many problems need to be solved in the long-term practice of private colleges and universities' administrative management[1]. To promote the development of colleges and universities, the administrative management mode should re-optimize and adjust its administrative management work objectives, innovate the management work mode, and improve the service quality and level. Therefore, it has become an urgent task for private colleges and universities to explore and study the innovation strategy of the administrative management mode, solve the existing problems, and cope with the challenges.

As administrative personnel working in colleges and universities, I often communicate and study with other colleges and universities, which has the advantage of being "close to the water" for innovative research on the working mode of college administration and is convenient for obtaining more objective research materials. The main service objects of university administration departments are school students and teachers. Therefore, the innovative administrative work mode will significantly influence teachers and students. In addition, it will affect the development of our country's higher education and play a significant role in the development of society. Therefore, our country pays more and more attention to developing university administration to improve the overall service quality and level through innovative work modes.

**The purpose and objectives of the master's work:** This paper summarizes the process of the reform of university administration and analyzes the problems and reasons for the reform. Guide and help private colleges and universities through the innovation of administrative management mode, further identify the positioning, highlight the characteristics, and enhance the level of development. It is expected to provide effective countermeasures and suggestions for transforming our country from single administration to university governance.

**There are tasks for qualification work:**

1. Definition of the central concept and the corresponding theoretical base.
2. Analyzing survey data on professional burnout of administrative staff at Nanshan University, Yantai, Shandong.
3. Investigate measures to improve the innovation strategy of administrative efficiency of private colleges and universities.
4. Develop measures to improve management personnel's social and psychological adaptation.
5. Summarize the results of the analysis.

**The author's research mainly includes the following parts:** Theoretical Significance. Our country's university administration mode innovation practice experience is rich, but the theory level is relatively fuzzy. Based on the research on the current situation of the establishment, team construction, and policies and regulations of private colleges and universities, it profoundly analyzes the existing problems and their root causes and provides a theoretical basis for the innovation of the administrative management mode of Chinese colleges and universities. Due to the influence of traditional management mode and constraints in various aspects, private colleges and universities have problems such as unreasonable structure, low efficiency, and imperfect supervision mechanisms, which have a particular gap with the demand for higher education in the new era. By analyzing the existing problems in the administrative management of private colleges and universities, studies the basic ideas of the administrative management mode of colleges and universities and puts forward corresponding countermeasures, which provide a theoretical reference value for the



administrative management innovation strategy of private colleges and universities.

**The object** of the study is Yantai Nanshan University.

**The subject** of the study is the innovation strategy of administrative management under the new situation.

**The Practical Significance:** Taking Yantai Nanshan University as the main object, this paper analyzes the problems existing in the administration of private colleges and universities, examines the issues, and puts forward the corresponding countermeasures, which provides a valuable reference for the administrative management innovation strategy of private colleges and universities, and has specific practical significance for improving the development level of private colleges and universities.

**The information base** includes scientific works of domestic and foreign scientists on problems, national statistical report data, official websites of domestic universities, and scientific journal publications.

**This research** deeply analyzes the problems and root causes of the administrative management of private colleges and universities and puts forward effective innovation strategies.

#### **List of publications:**

1.Chen Lili, Olena Bieliaieva. Research on the innovation of Chinese university administration working mode. The 3rd International scientific and practical conference «Topical aspects of modern scientific research» (November 23-25, 2023) CPN Publishing Group, Tokyo, Japan. 2023. 725 p. ISBN 978-4-9783419-2-1URL:<https://sci-conf.com.ua/wp-content/uploads/2023/11/TOPICAL-ASPECTS-OF-MODERN-SCIENTIFIC-RESEARCH-23-25.11.23.pdf> P. 6792.

2.Chen Lili, Olena Bieliaieva. Problems in the administration of Chinese private colleges and countermeasures. The 4th International scientific and practical conference “Global science: prospects and innovations” (December 1-3, 2023) Cognum Publishing House, Liverpool, United Kingdom. 2023. 1241 p. ISBN 978-92-9472-196-9 URL:<https://sci-conf.com.ua/wp-content/uploads/2023/12/GLOBAL-SCIENCE-PROSPECTS-AND-INNOVATIONS-1-3.12.23.pdf> P.1136

The thesis consists of an introduction, three chapters, a list of references that includes 34 publications, three applications, seven tables, and two figures—full volume of 70 pages, of which the main text - 69 p.

## CHAPTER1

### **THEORETICAL BASES OF THE ADMINISTRATIVE MANAGEMENT SYSTEM AND CORRESPONDING**

What is a college? From the concept of colleges and universities and related literature, there are mainly two kinds of understanding of colleges and universities: "First, including universities, specialized colleges, higher vocational and technical colleges, and colleges and universities system, collectively referred to as colleges and universities. Second, institutions of higher learning generally refer to schools that conduct higher education for citizens, with a similar meaning to universities. According to the source of the founding funds and the division of the main body of the founding of universities in China, it can be generally divided into public universities and private universities. Among public colleges and universities, affiliated colleges and universities refer to those under the direct management of Ministries and commissions of the State Council and its directly affiliated organizations. The funds of the colleges and universities are mainly allocated by the state finance, and they have a high level in the construction of teachers and the guarantee of school-running conditions. Civilian-run colleges and universities are undergraduate colleges and higher vocational colleges that utilize non-state financial education funds as the main source of funds to serve regional and local economic and social development and train high-quality talents. Yantai Nanshan College in this paper refers to a private higher education institution invested by Nanshan Holding Group. For the convenience of research and writing, this paper will no longer make a strict distinction between colleges and universities. Colleges and universities in this paper refer to private colleges and universities invested by Nanshan Group. For the convenience of research and writing, this paper will no longer make a strict distinction between colleges and universities.

As of June 20, 2024, there are 3,117 institutions of higher learning in China, of

which 2,868 are regular institutions of higher learning and 249 are adult institutions of higher learning. There are 798 private colleges and universities, accounting for 25.6% [37](data source: Ministry of Education website). Private colleges and universities occupy a large proportion in the whole higher education system, both in the number of schools and the number of students, and are the main force of higher education in our country. The development of private colleges and universities is related to the overall situation of higher education in our country and plays an important role and great influence in promoting the building of a well-off society in an all-round way.

Administrative management refers to the use of state power to manage social affairs and its own internal activities, and can also refer to the administrative affairs management of all enterprises and institutions[2]. University administration refers to the organizational activities of the university administration department, which, in accordance with laws, regulations, rules and regulations, uses administrative methods and administrative measures such as decision-making, organization and coordination to lead teachers and students to carry out work under the current framework and use existing resources to achieve the established goals of the university[3]. The main purpose of university administration is to ensure the development of teaching and scientific research activities, and its position and function cannot be ignored. On the one hand, the administrative management should coordinate the relationship between the school and the local government, various social organizations and groups, the higher level government and the education authorities, but also coordinate the relationship between various units and departments, colleges, teaching and auxiliary units, logistics units and directly under the unit, jointly complete the tasks of education and teaching, and play an important role in grasping the direction, coordinating and supervising the implementation. Keep the whole school in order.

University administration occupies the core position in modern education system, its importance lies in the scientific organization, accurate planning and careful execution, to maximize the use of educational resources, in order to achieve the educational and scientific research objectives of the school. This management

mechanism involves the reasonable allocation of human, material and financial resources, and is more related to the efficiency and effect of the daily operation of the school, so as to ensure that higher education institutions can meet the needs of the development of The Times and cultivate high-quality talents in line with the needs of society.

The organizational structure of administrative management in colleges and universities has levels and stages, and the construction of reasonable administrative organizational structure is helpful to promote the effective development of various works[19]. From the current situation, the functional organization structure is basically adopted in Chinese colleges and universities. Specifically, colleges and universities are divided into different functional departments according to the size of the school, and then manage and service each department. This vertical design structure can make administrative functional departments at all levels play a better role and improve work efficiency.

University administration refers to the organization, system, activities and measures of colleges and universities to promote teachers and students to achieve the educational purpose smoothly with correct methods, and to coordinate and use the resources inside and outside the school. The content is complex and involves a wide range, which provides a strong guarantee for the improvement of university education and teaching level and the development of scientific research[20].The administrative content of colleges and universities mainly includes the following three aspects:

- 1.Coordinate the relationship between academic and administrative. Academic power and administrative power are integral parts of the university. They complement each other and serve the overall goal of the university. Coordinating the relationship between the two is helpful to the continuous development and improvement of colleges and universities in a stable and orderly state. The relationship between administrative power and academic power in colleges and universities is the most prominent problem in administration.

In order to fully solve the administrative power and academic power, the administrative personnel and academic personnel of each university should be

analyzed, including the relationship between the senior management and executive personnel, teachers, professors and students. In order to better carry out the administration of colleges and universities, it is necessary to properly deal with the relationship between academics and administration. It is necessary to recognize the position of academic power in the development of universities, fully respect the role of scholars and academic organizations in the decision-making of academic affairs, and establish the dominant position of academic power in academic management activities. At the same time, clarify the role of administrative power in coordinating the relationship between various departments within the university. Establish effective communication mechanisms to facilitate communication and collaboration between academic and administrative staff. To enhance mutual understanding and trust through regular meetings and seminars. The harmonious coexistence and common development of academic power and administrative power can be effectively promoted only by clearly defining the field of function, realizing the transformation of management mode, strengthening communication and cooperation, and perfecting supervision mechanism[4].

2. In the complex management system of higher education institutions, coordinating the relationship between departments and functions is the core element to ensure the efficient and orderly operation of administrative management, and is the key to improving the efficiency of administrative management and promoting the sustainable and healthy development of universities. As the link to maintain the daily operation and long-term planning of the school, the establishment and operation of the administrative departments of colleges and universities are all closely around the major functions of execution. These functions are not only the specific definition of the responsibilities of the department, but also an important yardstick to measure the effectiveness of administrative management, which is of vital significance to improve the efficiency of administrative management in universities. When setting up the administrative departments of colleges and universities, a principle that cannot be ignored is to ensure the uniqueness and complementarity of the functions of each department. The setting of functions should be scientific and reasonable, which should

not only conform to the development trend of higher education, but also be close to the actual situation of the university. This requires in-depth research and analysis in the formulation of departmental functions to ensure that the functions match the positions, and are neither too broad to be difficult to implement, nor too narrow to limit the development potential of the department. If the functions of the departments in the administrative departments of colleges and universities do not match, and the delegated rights overlap, it will appear in the administrative work, there will be confusion, making the efficiency of the administrative work. This requires university management not only to have a forward-looking strategic vision, reasonable planning of department setup and function allocation, but also to establish a sound supervision and feedback mechanism, timely find and solve problems such as function mismatch, power and responsibility ambiguity. Through continuous optimization of the departmental structure and clear functional positioning, we ensure that every step of administrative management is accurate and efficient, laying a solid foundation for the prosperity and development of universities.

3. Coordinate the relationship between staff structure and change management. A key area that cannot be ignored when discussing the sustainable development and effectiveness of higher education institutions is the relationship between staff structure and change management. This relationship, in essence, is the process of in-depth understanding and analysis of the administrative personnel and specific measures of reform management in universities. It is not only related to the fluency of the daily operation of universities, but also directly affects the quality of education and the vitality of scientific research and innovation.

Specifically, the administrative reform of each university is often regarded as an important engine to promote the overall progress of the school. The successful implementation of this reform almost without exception requires the effective adjustment and optimization of the administrative personnel team. A large and bloated administrative team will not only increase operating costs, but also cause many problems in decision-making, resource allocation and execution efficiency, and even lead to stagnation and rigidity of management processes, hindering the pace of

innovation and development of the school.

Therefore, it is particularly important to construct a refined and efficient administrative team structure. In terms of personnel allocation, it is necessary to pursue a streamlined administration to ensure that each executive can exert maximum effectiveness in his or her field of expertise. At the same time, clear functional allocation is also an indispensable part, which requires clear responsibility boundaries of each position, reduce functional overlap, and improve work efficiency. When the structure of the administrative team in colleges and universities tends to be reasonable, and each member can perform his/her duties and work together, it can not only effectively reduce the management cost, but also greatly stimulate the enthusiasm and creativity of administrative personnel, forming a positive working atmosphere.

In the implementation of administrative management in colleges and universities, in order to fully achieve the goal, the relevant units must formulate strict work plans, and reasonably optimize the existing organizational structure, fully control the quality of work in each link in the process of achieving the goal, and make scientific decisions. Only under the strong systematic and targeted management mode can the functions of colleges and universities be fully demonstrated and the needs of society for talents be fully met. There is a great difference between the administration of universities and that of government departments, and this difference is also the concrete embodiment of the characteristics of university administration. First of all, the administrative work of colleges and universities is closely related to its research and teaching management. In the promotion of administrative management, the improvement of academic and teaching level of teachers must be the core, and on this basis, the preparation and transfer of personnel and materials must be carried out[34]. Secondly, the administrative work of colleges and universities has a strong compound character in terms of executive personnel, that is, most managers do not have the professional background of administrative management, and they also need to undertake teaching and research tasks in their daily work. It is true that the corresponding administrative objectives can be closely aligned with the teaching and



research objectives of colleges and universities. However, it may also be due to the unprofessionalism of managers that the implementation of administrative management is not effective. Finally, the object of administrative management in colleges and universities also has strong particularity. The object of administrative management is students, who are more active in thinking and have higher cognitive level, but lack of social experience and have diversified demands for administrative management.

The administrative functions of colleges and universities mainly come from the educational administrative functions of the government. The administrative functions of each university can be roughly divided into its ruling function, social service function and social management function. The following three functions are described in detail.

1. The governing function of university administration covers teaching management, administration management, teaching reform, teaching support, rules and regulations maintenance and school planning and development. It mainly includes: Study the rules of teaching management, improve the level of teaching management by constantly optimizing the teaching process and improving the teaching management system.

Establish a practical and stable educational order, and ensure the efficient and orderly administration of the school by formulating and implementing various administrative policies and rules and regulations of the school, including personnel management, financial management, asset management, logistics support, etc. This helps to provide strong support and guarantee for the teaching work to ensure that the teaching work can be promoted in an orderly manner.

Actively study and promote the implementation of teaching reform. This includes exploring new teaching models, teaching methods and teaching means, as well as promoting the innovation and updating of teaching content. Through teaching reform, teaching quality and efficiency can be further improved, and more high-quality talents with innovative spirit and practical ability can be trained.

University administration plays an important role in teaching and scientific research activities. They need to provide necessary administrative support for teachers

and researchers, including project application, project approval, implementation, acceptance and other aspects of assistance and management.

It is necessary to maintain the rules and regulations of the school and ensure that all work of the school is carried out within the framework of laws, regulations and rules. This includes the formulation and implementation of the school's various administrative policies and rules and regulations, as well as the guidance of students' disciplinary management and codes of conduct.

Need to participate in the formulation of long-term planning and development strategies of the school. This includes campus construction, subject development, teaching staff construction and other aspects of work. By participating in the planning and development of the school, we can ensure that all the work of the school is in line with the development goals and strategic direction of the school, and provide strong support for the sustainable development of the school.

2.The service function of the society is reflected in the administrative organization to organize non-administrative personnel in colleges and universities to conduct teaching and scientific research through various rules and regulations and functions. In terms of teaching, the administrative organization ensures that every student has access to high-quality educational resources through detailed teaching plan arrangements, updating and optimizing course content, monitoring and evaluation of teaching quality and other measures. At the same time, the administrative management also pays attention to the cultivation of teachers' sense of responsibility and professionalism, through regular teaching training, teaching seminars and other ways to improve teachers' teaching skills and innovation ability, so that they can play a full role in their respective posts, guide the healthy growth of students, and cultivate outstanding talents for the future development of society.

In terms of scientific research, administrative organizations provide strong support for researchers through key links such as the approval of scientific research project applications, the management and allocation of scientific research funds, and the transformation and promotion of scientific research results. Through the establishment of a sound incentive mechanism for scientific research, administrative

management encourages researchers to explore unknown areas, constantly achieve breakthrough research results, and contribute to the scientific and technological progress of society and industrial upgrading.

In addition, administrative organizations also pay attention to coordinating and solving various problems encountered in teaching and scientific research, such as uneven distribution of teaching resources, delays in the progress of scientific research projects, and difficulties in the transformation of scientific research results. They deal with various problems by establishing effective communication mechanisms and problem solving mechanisms. In all aspects, each faculty and staff in colleges and universities can work hard and devote themselves to their posts, and finally achieve the expected goals of colleges and universities.

3. The social management function is mainly manifested in that the administrative personnel can provide correct and normative guidance to the faculty and staff of colleges and universities through the management and operation system and the implementation of specific management responsibilities, so that they can work in accordance with the adjustment and standardization, so as to guide and standardize the educational management system[5].

The above functions are decisive in the socialist nature of our country, which plays an important role in the teaching and scientific research of our universities. The administrative functions of colleges and universities play a role in guaranteeing the teaching of colleges and universities. Therefore, on the basis of strengthening and improving the administrative functions of colleges and universities, it is necessary to constantly improve and innovate the administrative functions of colleges and universities with the development and changes of society, so as to better improve the educational level of colleges and universities.

In order to give full play to the administrative functions of colleges and universities, the first problem is to constantly innovate and reform the operating mechanism. This requires colleges and universities to have a good operating mechanism to ensure their work, so that the administrative personnel of colleges and universities can work safely and confidently in their work, and better mobilize the

initiative of administrative personnel. In order to make good use of the administrative functions of colleges and universities, we must first be familiar with the basic theories of administrative management, but also according to local conditions according to the current situation of their own colleges and universities to determine a practical operating mechanism. In addition to the universal administrative characteristics, we should also pay attention to the regular characteristics of education itself. Generally speaking, the administrative operation mechanism of each university includes three points. The structure diagram is shown in Figure 1.1.

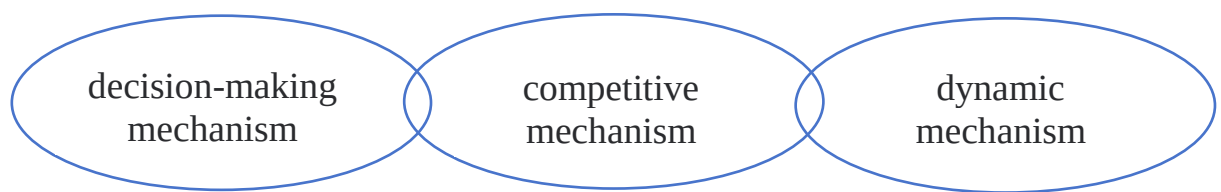


Figure 1.1 - Running mechanism structure diagram

Source: [5]

1. Decision-making mechanism plays a vital role in the administration of colleges and universities, and its influence is far-reaching and extensive. It is not only directly related to whether the strategic planning of colleges and universities can be accurately positioned, whether the allocation of resources can be efficient and reasonable, but also profoundly affects whether the teaching quality can be steadily improved and whether the long-term development of schools can be successfully realized. In the practice of university administration, only by combining science and democracy closely can universities make the most suitable administrative decisions in the process of administration. Such a decision not only conforms to the actual development of colleges and universities, but also ensures the rationality of the operation of administrative management to the maximum extent, and improves the efficiency of governance and school running level of colleges and universities. Therefore, universities should continuously optimize the decision-making mechanism, strengthen the integration of science and democracy, and lay a solid foundation for the long-term development of universities[5].

2.The establishment of competition mechanism is an indispensable and important mechanism in the administrative management mechanism of colleges and universities, and the establishment of competition mechanism is mainly reflected in the management of teaching level and college teachers, teaching and scientific research, logistics support and other aspects are also obvious. One of the most remarkable features of the competition mechanism is the realization of survival of the fittest by the administrative personnel of various colleges and universities through fair competition. Important law of market economy one is competition. The introduction of competition mechanism in the administrative management of colleges and universities has played an important role in urging the creativity and subjective initiative of administrative personnel, which is conducive to improving and enhancing the efficiency of administrative management in colleges and universities, and can be reflected in the promotion of performance.

3.First of all, we should emphasize the dynamic mechanism of university administration, including its internal attraction, external pressure and attraction. The attractiveness mentioned therein includes the attractiveness factors of each university in its hardware equipment to the outside world, including a series of influences such as the running conditions of each university, campus environment, long history of colleges and universities and academic atmosphere of colleges and universities. Only with the ability of attraction can colleges and universities better form energy and centripetal force. As far as the current situation of colleges and universities is concerned, the values of the administrators and staff of colleges and universities are the driving force for each college and university to move forward. Only with a good internal motivation can they maintain a good state regardless of study and work, and better devote themselves to work and study. The external pressure mainly includes the reputation of colleges and universities in the society, the importance of the country, the educational goals of colleges and universities, etc., which is actually an indispensable rebound phenomenon in the dynamic mechanism.

## **CHAPTER 2**

### **ANALYZING SURVEY DATA ON PROFESSIONAL BURNOUT OF ADMINISTRATIVE STAFF AT NANSHAN UNIVERSITY, YANTAI, SHANDONG**

The administrative system of universities in our country has been reforming along with the economic development of our country. Colleges and universities provide a large number of practical talents for the development of society and the country. In order to better promote the development of China's comprehensive strength and the promotion of international status. Chinese government and scholars from all walks of life have been studying the reform of higher education. The reform of management system of higher education in our country has formed unique characteristics in its development process. At the same time, there is a serious path dependence in the process of the reform of the administrative system of Chinese universities. Regarding path dependence, Masahiko Aoki believes that path dependence is a situation in which the subjective selection model determined by the cognitive ability of participants continues to identify with the old basic institutional structure in the process of institutional reconstruction, resulting in the continuation of the old system in a new form in the new regime. Therefore, it is necessary to review the reform course of China's higher education, which not only provides insight into its future development, but also helps to analyze its internal deep-seated problems[6].

In May 1985, the Central Committee promulgated the Decision of the Central Committee of the Communist Party of China on the Reform of the Education System, which began the history of higher education reform in China. We should change the situation in which the central government assumes the overall responsibility and delegate some administrative powers to local governments and universities. Institutions of higher learning gradually implement the president responsibility system.

In order to solve the problem of coordinated development of higher education and socialist modernization construction, especially economic construction under the planned economy system. In the Program for China's Education Reform and Development issued by the Central Committee of the Communist Party of China in 1993, it was clearly pointed out that the reform of the higher education system should be deepened, and a system of macro-management by the government and independent education by schools facing the society should be established. Colleges and universities carry out the "president responsibility system under the leadership of the Party committee". In the Outline, it is proposed to further expand the autonomy of colleges and universities through legislation, and rely on laws to define the rights and obligations of colleges and universities, so that colleges and universities can become entities and legal persons facing the society and independently running schools in accordance with the law. In 1998, the Higher Education Law of the People's Republic of China was enacted. As the first higher education Law in China, the law for the first time stipulated policies on the establishment, management and teaching of universities. The "Higher Education Law" clearly stipulates the leadership position of university party committees and the administrative duties and powers of the president, and since then, the "President responsibility system under the leadership of the Party committee" has been fixed in the form of law. On August 18, 2015, the Central Leading Group for Comprehensively Deepening Reform deliberated and adopted the Overall Plan for Promoting the Construction of world-class universities and first-class Disciplines, and decided to promote the construction of world-class universities and first-class disciplines in a coordinated manner[7]. The management measures for the double-first-class universities require the universities to strengthen and improve the leadership of the Communist Party of China over the universities in combination with the comprehensive reform plan, coordinate the overall construction of the university and the construction of disciplines, improve the internal governance structure, remove institutional and mechanism obstacles, achieve breakthroughs in key links, and accelerate the construction of a modern university system with Chinese characteristics.

## 2.1 Problems in the administration of private colleges and universities

From the course of reform, it is not difficult to find that the internal administrative reform of Chinese universities is still dominated by macro reform, and the management mode of schools and colleges has basically not changed much. Due to the characteristics of path dependence, the internal management mode of colleges and universities is similar to the macro management mode, attaches importance to the bureaucracy, and emphasizes the means of administration and order to carry out administrative work. It has caused multiple problems such as the complexity of the internal administrative institutions of colleges and universities, and has seriously affected the administrative efficiency of colleges and universities. Great achievements have been made in the reform of the administrative system of universities in China, but there are still some problems[17].

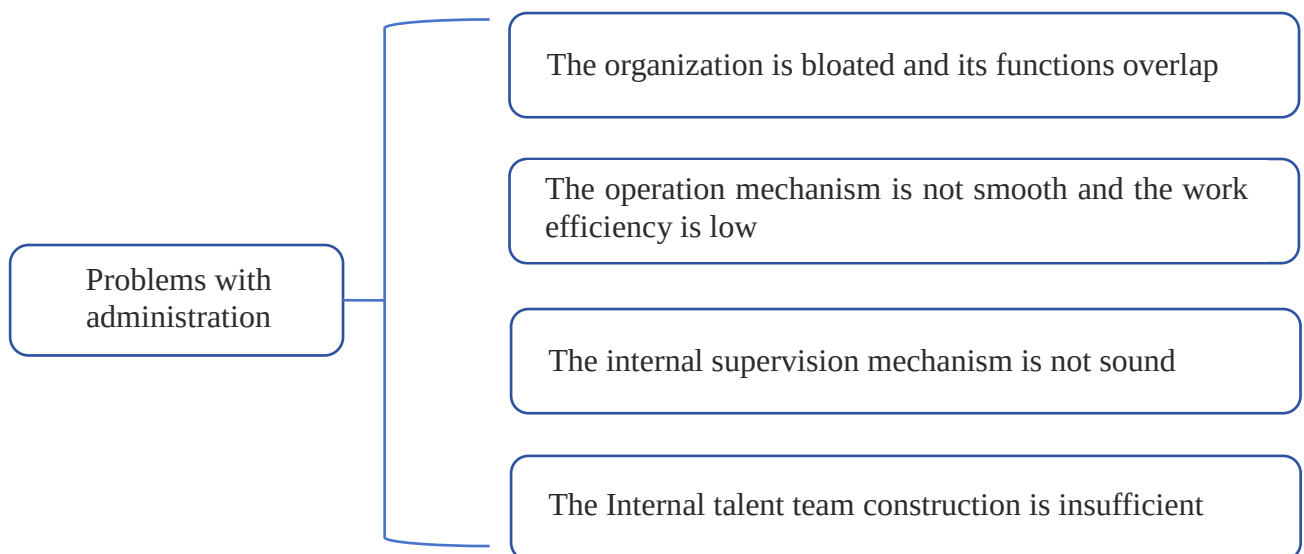


Figure 2.1 - Problems with administration

Source : own research

There are party committee system and administration system in Chinese universities. The organization of the Party committee generally includes the office of the Party Committee, the office of the Commission for Discipline Inspection, and the Organization Department; Administrative organs include the office of the President, the Office of Academic Affairs, the Office of Scientific research, the Office of



logistics management, the Office of security, and the Office of Enrollment and employment.

Take Yantai Nanshan College as an example. Yantai Nanshan College was invested and founded by Nanshan Holdings. Nanshan Holdings was founded in the early stage of reform and opening up, developed by Nanshan Group, under Nanshan Group and New Nanshan International, forming a multi-industry development pattern dominated by Nanshan Aluminum, Nanshan Zhishang, Yulong Petrochemical, finance, education, science and technology, tourism, health, real estate, etc., the comprehensive strength has been ranked in China's top 500 enterprises and China's top 500 manufacturing industry. And set up branches in many countries, the process of internationalization continues to accelerate. Nanshan Education has built a complete education system covering preschool education, basic education, vocational education and higher education.

Higher education--Yantai Nanshan University, founded in 1988 and approved by the Ministry of Education as a full-time private undergraduate university in 2005, has cultivated a large number of compound talents with both virtue and talent for the society over the past 30 years. There are 12 secondary colleges, including 69 departments (departments, centers), 59 undergraduate programs. The organization has three parts: Party committee department, administrative department and group organization. Party committee departments are: Party Committee office (President's office), Party Committee Organization Department, Party Committee Propaganda Department, Discipline Commission office (supervision Office), Party Committee study and Work Department (Student office), Party Committee teacher work Department. The administrative departments are: The Office of the President, the Office of Academic Affairs/Teacher Development Center, the Office of Scientific Research, the Office of Students, the Office of Enrollment and Employment, the Office of Development Planning and Discipline Construction/the Institute of Higher Education, the Personnel Office/the Office of Talent Work, the Office of International Cooperation and Exchange, the Office of Audit and Supervision, the Office of Finance, the Office of Security, the Office of Logistics Management, the

Information Technology Center, the Office of Teaching Quality Monitoring and Evaluation, and the Office of Cooperation and Development. Group organizations are: trade unions, women's committees, alumni associations, Youth League committees. The main leaders of the school: 1 person is the secretary of the Party Committee, 1 person is the president and deputy secretary of the Party Committee, 1 person is the deputy secretary of the Party committee and the secretary of the discipline inspection Committee, 5 people are the vice president and the Standing Committee of the Party Committee. There are more than 1500 full-time teachers in the university, 79.2% of whom are master and knowledgeable. Teachers with senior professional titles accounted for 32.5%; The proportion of double-qualified teachers with enterprise work or practice experience is 51%[35].

From the establishment of administrative institutions in Yantai Nanshan University, we can see that the school has a large number of party and mass institutions and a large number of administrative organizations. The increase in the number of institutions directly leads to the increase in personnel and a large number of administrative personnel. The functions of the party committee system and the administrative system are similar, which leads to the expansion of the organization. At the same time, the leadership position of Yantai Nanshan College shows that the party committee leader and the administrative leader of the college often have two positions, resulting in overlapping functions and unclear responsibilities and powers. The Party committee does not understand the teaching and scientific research work, the administrative department is not familiar with the work of the Party committee, and the overlapping of functions leads to the failure of the leading role of the Party committee, and the administrative work of the president cannot be implemented, which forms a chaotic situation of multiple management in colleges and universities.

From the institutional setup of Yantai Nanshan University, we can see that the administrative organization of Chinese colleges and universities is huge, and the corresponding division of responsibilities and rights is not clear, resulting in the problem of poor operating mechanism and low efficiency.

At present, administrative dominance is still the management mode of Chinese universities. In this "administrative management" governance model, China's colleges and universities in the setting of administrative organizations, generally divided into high, middle and basic three layers, the senior person in charge is generally the school leader, mainly to make some major decisions in colleges and universities, the middle level, the director of the leadership is mainly to implement high-level decisions, the grass-roots staff mainly to implement the decision or decision of the school (department)[23]. Each member of this architecture comes from above and is responsible for its actions, as well as for its own decisions. However, with the advancement of the popularization of education, the scale and institutional setup of universities have become increasingly large. Under the strengthening of China's relatively highly centralized management system and official organizational culture, the bureaucratic management mode of universities has seriously hampered the operation efficiency of universities. For example, due to the increase in the number of organizations and personnel, there is no effective communication mechanism, and it is difficult for the grass-roots response layer to achieve rapid response, resulting in unnecessary waste of time and greatly affected management efficiency. Secondly, there are many administrative institutions in colleges and universities, with a large number of people, accounting for a large proportion of the total number of faculty and staff (Table 2.1), resulting in the phenomenon of bloated institutions, overlapping departments and even overstaffing in colleges and universities.

Table 2.1 - Number of management organizations and staff ratio of the four private colleges and universities

| Colleges and universities | Number of administrative bodies | Head count | Number of full-time teachers | Manage the number of teaching assistants | proportion |
|---------------------------|---------------------------------|------------|------------------------------|------------------------------------------|------------|
| W                         | 31                              | 2198       | 1505                         | 693                                      | 31.5%      |
| S                         | 21                              | 1400       | 1040                         | 260                                      | 25.7%      |
| Q                         | 27                              | 1862       | 1459                         | 403                                      | 21.6       |
| Y                         | 16                              | 2005       | 1500                         | 505                                      | 25.1%      |

Source: [35]

The administrative management of colleges and universities has not established a perfect feedback information index system, and many work contents in the administrative management work are aimed at all teachers and students. However, in the current administrative management work of colleges and universities, the collection and analysis of feedback information are mostly dependent on manual work. In the face of increasingly complex management work, the scale of feedback information is rapidly expanding, and the limitations of manual management mode are prominent. There are great constraints to optimize the administrative management of colleges and universities. Therefore, from the whole point of view, the current university administration technology application is not in place, the work efficiency is not high. In these cases, the insufficient vitality of the operation of the institution and the low efficiency have become an inevitable result. At present, China's general colleges and universities only the school-level party and government management departments are often about 20, and it is inevitable that there will be overlapping institutions and cross-functions, such as between the discipline inspection commission and the supervision office, the audit office, the student work department and the League committee, the academic affairs Office and other departments, If the division of labor is unclear, it is easy to form a phenomenon of multiple management or mutual deniability[18].

The organizational goal of colleges and universities is to realize the academic function, the academic right is the power core of colleges and universities, and the goal of administrative organization is to ensure the smooth realization of the organizational goal of colleges and universities. When the administrative organization becomes the core of the operation of colleges and universities, there will be excessive "administration", which inevitably brings the official standard thought and bureaucratic behavior. The administrative organization occupies a higher position in colleges and universities, and becomes the target of competition within colleges and universities, and there is a phenomenon of "professors competing for director". Nowadays, the leadership and administrative personnel in colleges and universities

are generally based on official ideology, bureaucratic style and service consciousness, which reduce the efficiency of school administrative organizations [24].

At present, the management system of private colleges and universities is not perfect enough, lacks clear laws and regulations and policy support, and lacks effective incentive and restraint mechanism, resulting in cumbersome administrative approval process, indecisive decision-making, weak executive power of administrative management, and low management efficiency, which also leads to many difficulties faced by private colleges and universities in the development process, such as restrictions on enrollment, teachers and funds[21].

In addition, the lack of effective internal supervision and evaluation mechanism in private colleges and universities leads to decision-making errors and corruption in the management process, which damages the interests of relevant personnel. In recent years, colleges and universities have become a high incidence area of power corruption, and corruption incidents often occur. According to incomplete statistics, 83 people from 56 colleges and universities were investigated in 2014 and 2015 alone. In 2020, nearly 30 university leaders were investigated and punished. The worst hit areas of corruption in universities are mainly in enrollment, infrastructure construction and the use of scientific research funds. Under the influence of the political system, the characteristics of centralized management of universities in China are still very obvious, and the pattern of decentralization or checks and balances of rights shows a relatively obvious lack of state, such as the lack of sufficient or even necessary supervision of the exercise of power, and the lack of accountability mechanism for departments and persons in charge who have not scientifically implemented power and fulfilled responsibilities. Under the institutional influence, no matter under the macro higher education management system or the internal management system, supervision and supervision institutions rarely become an independent system, either attached to the Party committee organization, or by the administrative manager "dual roles", so the independence is weak, the ability to exercise power independently is insufficient, supervision and supervision functions are often mere formality. It is difficult to form a check on powerful executive power.

In universities, the top-down supervision body usually includes the party committee, the chairman, the discipline committee, and the supervision office (organization department). In these departments, the Party committee itself has the position of decision-making and supervision. As executors, the president and vice president are mostly members of the Party committee, and there may even be "three powers in one" of the Party committee. Because of the lack of supervision mechanism, the realization of democratic management is difficult, and the omissions in the management process will be difficult to find. In addition, the supervision institutions in our universities also include bottom-up supervision, that is, the faculty congress, which is the main form of democratic management and exercise of supervision power, but it is extremely difficult to reflect the effectiveness of supervision in practice[8]. In addition, the lack of information feedback mechanism will also lead to the low efficiency of internal management in colleges and universities. The lack of feedback channels for information communication hinders the effective communication between students, teachers and relevant departments, which is not conducive to the expression of appeals and the completion of work, and it is difficult to reflect the concept of "people-oriented" in the university management system in the new era. In a word, college supervision is faced with the problems of lack of independence in organizational setting and lack of substantive influence in power operation and its effect.

The overall quality and ability of the administrative team of private colleges and universities need to be improved. On the one hand, some managers; On the other hand, for the administrative work of private colleges and universities, because of its own particularity, it requires that the management personnel in the current administrative work of colleges and universities in our country should have higher quality. As a scientific research and service organization and unit, colleges and universities should not overemphasize their own administrative level, but can not ignore their own administrative work. However, at present, the treatment of the personnel who are really engaged in the administration of colleges and universities is often not good enough. In addition, the administrative staff of private colleges and

universities are often in a disadvantageous position in terms of their own interests such as job rating and promotion, which will make many truly talented, capable and learned managers either busy in further study or participate in various examinations to improve their own level[25]. However, the lack of professional management knowledge and skills for simple daily management work in colleges and universities makes it difficult for them to be competent for complex management work. In addition, the skills and professional quality of these staff members are not high, which will lead to greater mobility of administrative personnel in colleges and universities, high talent turnover rate and poor stability. It will seriously affect the continuity and stability of administrative management work, lack of innovation, and the overall efficiency of administrative management is relatively low.

In theory, talent, as a resource, needs to flow. The normal and orderly flow of human resources can increase the value of talents. The outflow or inflow of too little or too much talent in a unit will be considered abnormal. The disorderly flow is unhealthy, and the excessive loss of talents is also a great loss of resources for the units that outflow talents, and will directly affect the teaching work of schools, and even threaten the survival and development of colleges and universities.

Taking Yantai Nanshan University as an example, in 2022, the number of administrative staff adjustment is 15, the number of resigned teachers is 151, and the number of new teachers is 167; In 2023, the number of administrative staff adjustment is 24, the number of outgoing teachers is 270, and the number of new teachers is 300. In 2024, the number of administrative staff adjustment is 22, the number of teachers leaving is 280, and the number of new teachers is 403.

Table 2.2 - Personnel flow in Yantai Nanshan College

| Year | Adjusted person-time | Number of the dimission | Number of new employees |
|------|----------------------|-------------------------|-------------------------|
| 2022 | 15                   | 151                     | 167                     |
| 2023 | 24                   | 270                     | 270                     |
| 2024 | 22                   | 280                     | 403                     |

Source: [36]

## 2.2 The sample survey and analyzing data

Through the analysis of administrative problems in private colleges and universities, taking Yantai Nanshan College as an example, this paper investigates and analyzes the job burnout of school administrative personnel. Yantai Nanshan University has 330 administrative staff at section level and below. The distribution of gender, age, educational background, professional title and working years is shown in Table 2.3:

Table 2.3 - Basic information form of administrative staff in Yantai Nanshan University

|                      | Basic Information    | Number of persons |
|----------------------|----------------------|-------------------|
| Gender               | Boys                 | 140               |
|                      | girls                | 190               |
| Age                  | Under 30 years old   | 209               |
|                      | 31-40                | 68                |
|                      | 41-50                | 47                |
|                      | 51-                  | 6                 |
| Education background | Doctoral candidate   | 50                |
|                      | Master's Degree      | 267               |
|                      | Undergraduate degree | 13                |
| Professional title   | Senior title         | 46                |
|                      | intermediate title   | 189               |
|                      | junior title&below   | 95                |
| Length of service    | 0-5 years            | 170               |
|                      | 6-10 years           | 103               |
|                      | 11-15years           | 42                |
|                      | Over 15 years        | 15                |

Source: own research

As can be seen from Table 2.3, from the perspective of gender structure, the number of female administrative personnel in Yantai Nanshan University is higher than that of male, accounting for 57.6%. In terms of age structure, young people under the age of 40 accounted for 83.9 percent. In terms of academic qualifications, the majority are master's degrees or above, accounting for 80.9%. From the point of view of professional titles, intermediate titles are more, accounting for 57.3%. From the perspective of service life, the number of people under 10 years is more, accounting for 82.7%.



A total of 240 (about 70% of the total) were randomly selected from 330 grass-roots administrative staff to investigate the current situation of job burnout of administrative staff. The purpose of this survey is to reveal the possible causes of job burnout from the three levels of individuals, universities and society, and to examine the impact of related factors on the level of job burnout. It is classified according to the basic personal information, as shown in Table 2.4.

Table 2.4 - Basic information form of survey samples in Nanshan University

|                      | Basic Information    | Number of samples recovered |
|----------------------|----------------------|-----------------------------|
| Gender               | Boys                 | 100                         |
|                      | girls                | 140                         |
| Age                  | Under 30 years old   | 98                          |
|                      | 31-40                | 101                         |
|                      | 41-50                | 37                          |
|                      | 51-                  | 4                           |
| Education background | Doctoral candidate   | 37                          |
|                      | Master's Degree      | 200                         |
|                      | Undergraduate degree | 3                           |
| Professional title   | Senior title         | 46                          |
|                      | intermediate title   | 189                         |
|                      | junior title&below   | 95                          |
| Length of service    | 0-5 years            | 122                         |
|                      | 6-10 years           | 77                          |
|                      | 11-15years           | 30                          |
|                      | Over 15 years        | 11                          |

Source: own research

Through the investigation and analysis of personal basic information sample data, the general situation table of administrative burnout is obtained, as shown in Table 2.5

Table 2.5 - General situation of job burnout of administrative staff

| Dimensions                     | Measurement index                  | Average<br>(1-5 points) | Standard<br>deviation | High burnout ratio<br>( $\geq 4$ ) |
|--------------------------------|------------------------------------|-------------------------|-----------------------|------------------------------------|
| Emotional<br>exhaustion        | Working pressure<br>perception     | 3.9                     | 0.75                  | 38%                                |
|                                | Emotional fatigue                  | 3.7                     | 0.70                  | 32%                                |
| Dehumanization                 | Apathy towards work                | 2.8                     | 0.63                  | 13%                                |
|                                | inter-personal alienation          | 3.0                     | 0.58                  | 16%                                |
| Low sense of<br>accomplishment | Lack of self-efficacy              | 3.5                     | 0.72                  | 25%                                |
|                                | Career development<br>satisfaction | 2.5                     | 0.80                  | 21%                                |

Source: own research

Considering the three dimensions comprehensively, the average score is 3.23 points, indicating that the job burnout of administrative personnel in Yantai Nanshan University is at a medium level. The average score for the single depersonalization dimension was 2.9.

Table 2.6 - Difference analysis of job burnout among different groups

| Categorical variable | Group              | Emotional exhaustion (average) | Depersonalization (average) | Low achievement (average) | P-value (significance) |
|----------------------|--------------------|--------------------------------|-----------------------------|---------------------------|------------------------|
| Gender               | Boys               | 3.6                            | 2.7                         | 3.1                       | 0.038*                 |
|                      | Girls              | 4.0                            | 2.9                         | 3.4                       |                        |
| Age                  | ≤40                | 3.7                            | 2.6                         | 3.0                       | 0.021*                 |
|                      | 41-55              | 4.2                            | 3.3                         | 3.8                       |                        |
|                      | >50                | 4.1                            | 3.1                         | 3.6                       |                        |
| Education background | Doctoral Candidate | 4.0                            | 3.2                         | 3.9                       | 0.008*                 |
|                      | Master's Degree    | 3.7                            | 2.8                         | 3.2                       |                        |
| Length of service    | ≤5                 | 3.4                            | 2.5                         | 2.9                       | 0.001**                |
|                      | 6-10               | 3.8                            | 3.0                         | 3.5                       |                        |
|                      | >10                | 4.3                            | 3.4                         | 3.9                       |                        |

Source: own research

According to the investigation and analysis of job burnout, 30 people were randomly selected from 240 sample data of Yantai Nanshan University to investigate the specific influencing factors of job burnout.

Table 2.7 - The key influencing factors of job burnout

| Influence factor               | Standardization coefficient( $\beta$ ) | Significance (P-value) | Explanatory power (R <sup>2</sup> =0.52) |
|--------------------------------|----------------------------------------|------------------------|------------------------------------------|
| Working load                   | 0.58                                   | <0.001                 | Major positive predictors                |
| Salary equity                  | -0.34                                  | 0.002                  | Moderately negative effects              |
| Career development opportunity | -0.27                                  | 0.015                  | Significant but weak effect              |
| Colleague support              | -0.19                                  | 0.042                  | Mild relief                              |

Source: own research

The above data using the job burnout inventory (MBI) and custom questionnaire, five 4-point scale (1 = very low, 5 = high) .

The above table data analysis can draw the following conclusions:

The above table data analysis group differences: women, highly educated, age and length of service group > 10 years burnout significantly higher; Depersonalization of young people is low.

Low achievement outstanding education particularity: Dr. Group (average 3.9), and may be associated with career development bottleneck.

Key contradictions: working load ( $\beta = 0.58$ ) is the biggest pressure source.

Based on the above data analysis, the reasons for the problems in the administration of Yantai Nanshan College are analyzed as follows:

Social schools, especially private colleges and universities, inevitably face the pressure of funds and the pursuit of economic benefits in the course of operation. Therefore, in order to effectively control costs, private colleges and universities tend to limit the number of staff recruitment from the beginning, and reduce operating costs by streamlining personnel allocation. In this context, a person holding multiple job functions has become a common phenomenon in private colleges and universities. However, this over-emphasis on saving costs and reducing staff has created new problems. Although it appears that the number of personnel has been reduced on the surface, the actual effect may not be satisfactory. As administrative work usually involves a large number of daily affairs, the threads are numerous and complex, resulting in an unusually large workload of administrative staff. They not only have to deal with various administrative affairs, but also deal with various emergencies and urgent tasks, which makes them often in a state of physical and mental exhaustion. What is more serious is that due to the excessive workload, administrative staff may not be able to fully devote themselves to each job, leading to a decline in the quality of work, and even possible omissions and errors. This not only affects the normal operation of the school, but may also have a negative impact on the reputation and image of the school. Therefore, while pursuing economic benefits, private colleges and universities also need to fully consider the administrative staff's work

burden and physical and mental health. Through reasonable arrangement of work tasks, optimization of work flow, improve work efficiency and other ways to reduce their work pressure, to ensure that they can be full of enthusiasm and abundant energy into the work. At the same time, the school should also strengthen the training and guidance of administrative staff, improve their professional quality and work ability, and provide strong support for the long-term development of the school[9].

Due to the relative lack of career stability, administrative staff in private colleges and universities often face more challenges and pressures than their counterparts in public colleges and universities. This pressure comes not only from the uncertainty of future career development, but also from the various complex situations and urgent tasks that need to be dealt with in daily work.

At the same time, due to the relatively short history of most private colleges and universities, the work force is in a stage of stable development, which also provides opportunities for continuous innovation. The administrative staff of private colleges and universities are more likely to get rid of the shackles of traditional concepts in their work, and dare to try new methods and means to promote the continuous innovation and development of school administration.

Therefore, we should fully recognize the pressure and challenges faced by the administrative staff of private colleges and universities, as well as their contribution to the development of schools. At the same time, we should also provide more support and help for them, stimulate their innovative spirit and creativity, and jointly promote the continuous development and progress of private colleges and universities.

In colleges and universities, the administrative work involved is basically some transactional work, the content is not very professional. The administrative work itself is very complicated, which has high requirements for coordination and cooperation within the team. In private colleges and universities, because the administrative staff does not have a sense of stability within the establishment, they will be more attentive to each other's cooperation in work, easier to unite with each other, have a clear division of labor, and jointly complete the work task. However, it

is precisely because the administrative work of private colleges and universities is not so stable, which leads to the lack of a sense of belonging to the school, and it is difficult to produce emotional identification with the job. Because the economic benefit is the first, there is a tendency of short-term behavior in the personnel management of the work force in private colleges and universities. Personnel changes are more frequent, and the team lacks stability, which is not conducive to the stability of the mentality of team members.

After the baptism of reform and opening up in Chinese society, all walks of life have begun to attach great importance to the improvement and implementation of the management system. Due to its own nature, private colleges and universities have fewer administrative staff and greater financial pressure, so they can take more consideration of the needs of modern management, pay attention to details and efficiency, and make the system more perfect. In the actual implementation, rules and regulations can also overcome the common sense of the world, leaving no mercy, more strict and efficient. However, the administrative staff of private colleges and universities do not have the same administrative resources and conditions as those of public colleges and universities. They have to face such weaknesses as low cost input, large turnover of personnel and insufficient allocation of personnel. In order to complete the work objectives, they can only pay special attention to management details and improve work efficiency. Therefore, the administrative staff of private colleges and universities are more strict in the control of details to ensure the improvement of work efficiency and the realization of management objectives[10].

The reward system is a key factor in motivating employees to participate more actively in their work. Private universities will set up clear reward policies, such as offering performance bonuses, promotion opportunities, professional development training, etc., to encourage employees to perform well in their areas of responsibility. This kind of positive motivation helps to build up work motivation and increase employee engagement in their work. Equally important is the establishment of clear disciplinary measures. Private colleges and universities should formulate clear rules and regulations on how wrong or inefficient work behaviors will be punished,

including warnings, suspensions, demotions, etc. This not only strengthens work discipline, but also reduces the incidence of misconduct. Reward and punishment mechanisms must be based on fairness and transparency to prevent abuse of power or favoritism. Private universities should ensure that all rewards and penalties are based on objective criteria and adopt a transparent decision-making process. This helps employees have trust in the system and reduces disputes and disputes. In order to ensure the effectiveness of the reward and punishment mechanism, private colleges and universities should regularly evaluate the performance of employees and provide timely feedback. This helps employees understand their performance and improve when necessary, while also providing managers with the data to make appropriate reward and penalty decisions. Reward and punishment mechanisms can also be used to shape organizational culture and values. Private colleges and universities can reinforce these values by rewarding employees who work with loyalty, honesty, solidarity and efficiency, while sending the message that violations of these values will not be tolerated by severely punishing those who violate them[11].

### **2.3 Problems caused by the characteristics of administrative work in private colleges and universities**

In the operation of the administrative management of private colleges and universities, the execution of the system is regarded as crucial, which ensures the practical implementation of rules and regulations and the orderly promotion of work tasks. Private colleges and universities have adopted a zero-tolerance attitude towards violations of system regulations, which has maintained discipline to a certain extent. However, overemphasis on the implementation of work has ensured the normal development and operational efficiency of work, but it has also ignored the flexibility and flexibility of administrative work, which is a problem that needs more attention[12]. Strong institutional enforcement enables private colleges and universities to maintain order and regularity, and helps to reduce management risks and improper behavior. Employees understand the system, reducing uncertainty and increasing the

predictability of work. However, overemphasis on institutional enforcement can lead to rigid management and limited innovation. Administrative work often requires flexible adjustment according to different circumstances and rapid response to new problems and challenges. If the system is too rigid, it will be difficult to respond flexibly to these needs. Private colleges and universities can introduce flexible clauses or flexible interpretation mechanisms into the system to allow appropriate adjustments under special circumstances. This can maintain the basic stability of rules and regulations, while meeting the needs of different situations, improve the wisdom of management. Encouraging employees to come up with new ideas and approaches, while providing channels for improvement and change, will help stimulate the innovation potential of the organization. Flexibility and flexibility can also be used to adapt to changing external environments and market demands. Develop the judgment and decision-making skills of management and leadership so that they can flexibly weigh various factors and make appropriate adjustments in the implementation of the system.

On the one hand, private colleges and universities inevitably have to face the fierce market competition and the huge pressure of fund raising in the course of operation. Compared with public colleges and universities, private colleges and universities often lack stable government financial allocations, and their operating funds mainly come from tuition income, social donations and some self-raised funds, which makes them more cautious and conservative in financial operation. Training talents is a long-term and continuous process, which needs to invest a lot of funds and time, including the construction of teaching facilities, the training of teachers and other aspects. However, these investments are often difficult to see obvious returns in a short period of time, which is in sharp contrast to the demand for private colleges to pursue short-term economic benefits and market competitiveness.

On the other hand, the leaders of private colleges and universities are generally worried about the brain drain. They know that after careful training of outstanding talents, once they choose to leave the school and enter other industries or institutions, then the early training costs may not be effectively recovered, and may even be

regarded as a "loss". Therefore, under the effect of this mentality, private colleges and universities often show a kind of ambivalence in the cultivation of talents: on the one hand, they recognize the importance of talent training, on the other hand, they dare not easily increase investment because they are worried about the loss of talents.

In this context, private universities are more inclined to look for "plug and play" personnel who already have certain skills and experience in the market. Such personnel can quickly adapt to the working environment, assume the corresponding responsibilities, and provide immediate support for the teaching and research work of the school. Even if they choose to leave after a few years, it is easier for colleges and universities to accept such turnover psychologically because their departure does not bring as great a loss as training costs. However, this tendency also brings a problem, that is, private colleges and universities may neglect their own long-term planning in talent training and team building, which affects the sustainable development ability and core competitiveness of the school to a certain extent.

In the current management system of many private colleges and universities, the obedience between superiors and subordinates does show a good trend, which is mainly reflected in the quick response and firm implementation of the decision of the lower level. This efficient compliance mechanism ensures that school policies and instructions can be quickly transmitted from top to bottom and implemented at the grassroots level, thus maintaining the overall order and stability of the school and improving work efficiency and management results.

However, in sharp contrast to the compliance of the superiors and subordinates, these institutions are relatively weak in terms of communication. Communication is not only a process of information transmission, but also a bridge of thought collision and opinion exchange, which can promote understanding, trust and cooperation between superiors and subordinates. However, in some private colleges and universities, the communication channels may not be smooth enough, or the communication methods are single and lack of flexibility, resulting in the voice of the lower level is difficult to be heard by the upper level, and the intention of the upper level is difficult to be fully and accurately understood by the lower level. It is mainly



reflected in the following aspects: first, the communication mechanism is not perfect, the lack of regular and effective dialogue platform between superiors and subordinates; Second, the mode of communication is single, relying too much on formal meetings and reports, ignoring the importance of informal communication; Third, the communication atmosphere is not open enough, subordinates may have some concerns when expressing opinions, fearing that speaking out will affect personal development or team harmony; Fourth, the lack of communication skills, some staff may lack effective communication skills, resulting in poor information transmission or frequent misunderstanding.

Therefore, although the good compliance of the upper and lower levels provides a stable foundation for the management of private colleges and universities, the lack of communication may become a bottleneck restricting the further development of schools. In order to improve the overall management level, private colleges and universities need to pay attention to the construction and optimization of communication mechanisms, encourage an open and frank communication atmosphere, and improve the communication skills of faculty and staff, so as to establish an efficient and harmonious communication system and lay a solid foundation for the long-term development of the school [13].

## CHAPTER 3

### **DEVELOP MEASURES TO IMPROVE THE MANAGEMENT OF SOCIAL AND PSYCHOLOGICAL ADAPTATION OF MANAGEMENT PERSONNE**

Along with the development of market economy in our country, the new requirement for talent becomes increasingly prominent. In order to solve the problem of talent demand and promote the enhancement of China's comprehensive national strength, the single administrative system reform is weak in view of the problems existing in the administration of colleges and universities in our country. Therefore, we should realize the transformation from the reform of administrative management system to the improvement of university governance, and implement the mode of multi-subject participation in university management [14]. University administration should encourage faculty and staff to participate in teaching reform, management innovation and school system reform, achieve full participation in university administration and continue to deepen along the right direction [22].

Based on the analysis of the survey data of administrative burnout in Yantai Nanshan University in the previous chapter, this chapter proposes targeted strategies from the three levels of individuals, schools and society to effectively alleviate the job burnout of administrative staff in Yantai Nanshan University.

#### **3.1 Mitigation measures at the individual level**

Yantai Nanshan College as a private higher education, administrative staff work load is relatively heavy, the pressure is relatively large. In order to effectively alleviate the job burnout of administrative personnel, administrative personnel should carry out stress management and emotional regulation, optimize time management, rationally allocate time, prioritize work tasks, avoid excessive accumulation of transactional work, and adopt Pomodoro technique to improve efficiency, which can reduce certain

pressure perception.

Improve their own skills, cross-border learning, use school resources (such as online courses, training, etc.) to learn digital office skills (such as data analysis, process automation, etc.), enhance career competitiveness, break through and alleviate career bottlenecks.

Taking the initiative to plan your career path is a crucial step in your career development. Through proactive planning, we can improve our professional skills more targeted, accumulate relevant experience, and lay a solid foundation for future career development. At the same time, maintain active and effective communication with superiors to express personal career expectations, which not only allows leaders to understand your career planning and development needs, but also for you to win more resources and support, paving the way for future career development. Actively participating in cross-departmental projects and academic activities, such as publishing papers, chairing or participating in various projects, is an effective way to broaden the scope of career development. These activities will not only expose you to a wider range of knowledge areas and industry dynamics, but also enhance your teamwork and project management skills. More importantly, they can build a bridge for you to communicate with professionals inside and outside the industry, bringing more opportunities and possibilities for your career development.

Establishing friendly relations with colleagues and organizing regular informal communication activities can not only enhance mutual understanding and trust, reduce interpersonal alienation, but also stimulate team cohesion and creativity, which is more conducive to personal growth and development.

To accept "imperfect" goals, in real life, we often tend to set overly idealistic goals, hoping to solve all problems in one fell swoop and achieve perfection. However, this mentality of "solving all problems at once" is not only unrealistic, but also easy to bring a heavy psychological burden, resulting in personal emotional tension, and even physical and mental overdraft. By contrast, targeting "incremental" improvements is a more sensible and sustainable approach. This means that instead of trying to get things done in one go, we learn to break big problems down into a series of smaller goals and

tackle them one by one. The benefits of this are manifold: First, from a personal emotional regulation perspective, "progressive" improvements can significantly reduce psychological stress. In the face of a series of small goals, we are more likely to have a sense of accomplishment, each completion of a small goal is a self-affirmation, such positive feedback can constantly motivate us to move forward and maintain a positive attitude. Second, from the point of view of avoiding physical and mental overdraft, "progressive" improvements can allow us to better manage our time and energy and avoid overexertion. This way of combining work and rest not only helps to improve work efficiency, but also allows us to enjoy the fun of life after work and maintain physical and mental balance and health. In addition, "progressive" improvement helps us develop patience and perseverance.

### **3.2 Mitigation measures at the school level**

However, the administrative work of colleges and universities should also be paid attention to, so as to better serve the teaching and scientific research work of colleges and universities. At present, colleges and universities only focus on improving the conditions of teaching and scientific research, or increasing the strength of the teaching staff of colleges and universities, thus failing to recognize the importance of the administrative work of colleges and universities, thus ignoring the construction and investment of the administrative team. This has led to some problems in the current Party school administrative team, such as insufficient professional management knowledge of administrative personnel, complex sources of personnel and low comprehensive quality. This has seriously affected the overall level of the administrative team in colleges and universities, and thus affected the progress of teaching and scientific research in colleges and universities. At present, there are still some colleges and universities do not pay attention to the professional quality of administrative personnel, and do not train and improve the professional ability of administrative personnel. In the process of administrative management, due to its own attributes and the influence of traditional thought, the impact of administrative management on the educational resources of colleges and universities in China is far

less than that of the staff with academic power engaged in education and scientific research. This will cause a series of troubles to the people who are engaged in the administrative work in the actual work.

The most important issue for the administrative management of each university in China is to make the academic and administrative personnel of each university accurate and clear positioning, which is to make clear their responsibilities, properly deal with the relationship between the academic power and administrative power of each university, and accurately locate their roles. The administrative personnel of colleges and universities should develop a good value system, giving priority to students, teachers and scientific researchers, taking service for students, teachers and scientific researchers as the purpose and core of the administration of colleges and universities, and taking service and dedication as a basic standard of the administration of colleges and universities. Only in this way can the talents of administrative personnel in colleges and universities be brought into play and the value of each administrative personnel in colleges and universities be reflected. Private colleges and universities should establish modern management concepts, pay attention to the role of administration in the development of schools, and improve the quality and ability of management personnel. With a new kind of globalization, marketization, scientific and democratic administrative ideas to work hard, so that the efficiency of administrative management in colleges and universities can be improved[15].

For a long time, China's universities are affected by the political system, the administrative management mode and the government's management mode convergence, too many departmental levels, the division of responsibility and power is not clear, greatly affecting the administrative efficiency. From the theoretical analysis of administrative organization, the establishment of administrative organization should conform to the principles of responsibility and power correspondence, division of labor and cooperation, simplification and efficiency. At present, the principal responsibility system under the leadership of Party committee is implemented in Chinese colleges and universities. The internal management of colleges and universities generally adopts the two-level management mode of school and college. The management mode

of administrative level in colleges and universities causes the waste of educational resources, increases the cost of personnel, and also causes the misunderstanding and contradiction caused by information asymmetry. The administrative work of colleges and universities involves multiple power and interest subjects. In order to safeguard their own rights and interests, each interest group often fights for advantages and breaks the head. Therefore, if we want to improve the efficiency of administrative services, we must clarify the post responsibilities of each administrative subject, formulate corresponding systems, and put an end to the phenomenon of perfunctory responsibility. In addition, work accountability system. Administrative staff who procrastinate and abuse their power in their work will be held accountable, the unhealthy work atmosphere will be changed, and the responsibility and power will be unified. The purpose of the accountability system is to establish the sense of responsibility of administrative staff, administrative staff is not to manage, but to provide quality services to the majority of teachers and students, and to make administrative staff aware that irresponsible ways of working will pay a price. Urge staff to improve work style and improve service efficiency through work accountability system.

In order to build an efficient and collaborative work environment, a series of scientific and thorough measures should be taken in the establishment of work processes and inter-departmental communication mechanisms. First of all, a scientific and complete process system should be established to define the core responsibilities and scope of work of each department in detail, to ensure that each department clearly defines its own positioning and role in the overall business chain, and to clarify the specific responsibilities and expected results of each department. Such a definition would not only help to avoid duplication of effort and shift of responsibility, but would also facilitate effective collaboration between departments.

In order to further strengthen the communication and cooperation between departments, it is particularly important to carry out inter-departmental coordination meetings. These meetings should be held on a regular basis, with the personal participation of the heads of departments, and face-to-face exchanges on progress,

problems, and possible solutions. In meetings, open and frank discussions are encouraged, so that the voices of different departments can be heard and different perspectives can be respected. Such meetings not only help to identify and solve potential problems in a timely manner, but also enhance mutual understanding and trust between departments, laying a good foundation for future cooperation.

In addition, the use of modern technology, such as online collaboration tools, is also an effective way to improve communication efficiency and enhance departmental understanding. These tools enable electronic task assignment, real-time progress tracking, and visual presentation of results, greatly simplifying communication and reducing internal friction caused by poor information transfer or misunderstanding. Through online collaboration, information sharing and resource allocation between departments become more convenient, helping to form a closer work network.

To sum up, measures such as establishing a scientific and complete process system, carrying out cross-departmental coordination meetings and using online collaboration tools can effectively improve the communication efficiency and cooperation level among departments, reduce internal friction in communication links, and provide strong support for the sustainable development and innovation of the organization. In this process, the key is to maintain the continuous optimization of the process and the continuous innovation of the communication mechanism to adapt to the changing working environment and business needs.

Institutional reform is the focus of government reform in China. The flatness theory has important theoretical guiding significance in the reform of government institutions, and it also has specific enlightenment value for the reform of university administrative organizations. Bureaucratic organization structure is the main form of administrative organization in Chinese universities, and it has played an active role in the process of exerting organizational performance in universities. From the technical point of view, bureaucracy is a highly efficient organizational form, but when bureaucracy becomes the only institutional mode of university management, there are some limitations, or there is an inevitable contradiction or even conflict between this technology-oriented institutional mode and the organizational attributes and

requirements of universities. The administration and bureaucracy of Chinese universities seriously affect the efficiency of universities in running schools. Given the disadvantages of bureaucracy, it is necessary to adjust the flat structure of the administrative organization of universities based on the pursuit of the efficiency of running schools. Flatness theory is a theoretical development based on the criticism of bureaucracy. It emphasizes the expansion of management range, the implementation of decentralized management, the reduction of intermediate management levels, and the promotion of adequate information circulation. Using the theory to reform university administrative organization is helpful to make the modern university organization better adapt to the change of environment, give full play to the organization's effectiveness, and improve the efficiency of running a school.

First, the construction of vertical administrative organization and horizontal academic organization cross, independent, and cooperative organizational structure. The scale of modern university organizations is expanding daily, and its organizational activities include procedural and non-procedural. Procedural, organizational activities have routine and rigid characteristics consistent with the bureaucratic structure's characteristics. Therefore, for procedural organizational activities, administrative organizations are set up to use administrative power to manage, improving the efficiency of such activities. At the same time, because the essential attributes of a university organization are academic, academic freedom and autonomy are the foundation of a university. However, the academic organizational characteristics are compatible with the flexible, loose, and united organizational structure, which cannot meet the mechanized bureaucratic structure. Therefore, one of the ways to optimize the performance of university organizations is to classify the characteristics of organizational activities and build a crisscrossing organizational structure model of administrative organizations and academic organizations to form a situation of mutual independence and collaboration.

Second, the management level should be reduced, and the management scope should be increased so that administrative power gradually flows to the grassroots. A university's organizational structure comprises a business system, discipline



organization, and communication platform. Under the highest management level of the school level, there are the Affairs Management Committee and Academic Management Committee, which are independent and mutually restricted and jointly serve the highest goal of the development of the school organization. The management mode of the transaction management system follows the linear functional management system of the bureaucratic structure, but its management level has been reduced; compared with the current management level, the management range has become more expansive. The management mode of the academic management system adopts divisional management, which is compatible with the flat organizational structure. It is a matrix structure comprising vertical academic management functional departments and horizontal team organizations. All academic management functional departments and team organizations are directly led by and accountable to the academic management Committee, which has a wide range of management. There are fewer management layers; any academic management function and team organization can communicate directly with the academic Management Committee. Therefore, in the university organizational performance optimization process, the bureaucratic organizational structure cannot be negated entirely. Still, based on its positive functions, the negative impact of the bureaucratic organizational structure can be eliminated through flat innovation of the organizational structure. Academic freedom and autonomy can be developed while improving the efficiency of administrative management. Only in this way can university organizational performance be optimized.

A system is an important guarantee to promote an organization's healthy and sustainable development. In the administrative management mode the democratic decision-making mechanism, the effective execution mechanism, the timely feedback mechanism, and the perfect supervision mechanism are the essential parts of the administrative management mode of colleges and universities. They are interrelated and promote each other, constituting a relatively complete institutional system.

1. Improve the democratic decision-making mechanism. A democratic decision-making mechanism should include a decision-making system,

decision-making mode, decision-making principle, decision-making subject, decision-making procedure, and decision-making institutions. To deepen the democratic decision-making mechanism is to constantly improve the various elements of the decision-making mechanism and make it form a complete system. Expert consultation, collective decision-making, decision-making evaluation, and decision-making error accountability systems should be established for essential university matters. In the implementation of collective decision-making, the decision-making level should fully consider and reserve specific decision-making power for the majority of staff, student representatives, and representatives of social stakeholders. It should adhere to the principle of "handling affairs according to law, seeking truth from facts, focusing on priorities, and promoting reform and development." We will thoroughly listen to the opinions and suggestions of teachers and students on a series of sensitive issues such as the school's development planning, education and teaching reform opinions, the arrangement and implementation of a major party, government, and trade union activities, the employment and rating of faculty and staff, the school's income and expenditure, academic awards and loans, the appointment and removal of cadres, and material procurement so that teachers and students can understand the issues concerning their vital interests. Ensuring they have access to timely and relevant information, participate in the decision-making process, and express their interests and demands clearly and reasonably, thus providing scientific and democratic decision-making. By establishing a democratic institutional form, each decision made by the decision-making level is more democratic and scientific.

2. Establish an effective implementation mechanism. Decision is the basis of execution, and execution is the key to realizing the decision. Establishing an effective implementation mechanism is a powerful carrier to ensure the implementation of policies and also an essential guarantee for the realization of decision-making goals and tasks. Establishing an effective implementation mechanism is how to improve the implementation, implement every link of decision-making, and form a set of efficient and flexible operating mechanisms. Therefore, based on ensuring the public welfare of

colleges and universities, the operation mechanism of enterprises can be introduced promptly to improve efficiency and optimize the effect of execution.

3. Establish a timely feedback mechanism. Establishing a timely feedback mechanism is integral to the administrative management system. The timely feedback mechanism is an important channel to strengthen the connection between administrative subjects and service objects such as teachers, students, and stakeholders. It is also essential for college teachers, students, and third parties concerned about the development of colleges and universities to have cooperative relations to participate in the development and construction of colleges and universities. Establishing a timely feedback mechanism is to develop a communication bridge between them and an evaluation system for service subjects by setting up an entity's feedback mechanism, procedures, and methods. After obtaining the evaluation information of the service object, they actively respond to the problems and information concerned by the service object so that relevant issues can be effectively solved and a high-quality and efficient response mechanism can be established.

4. Establish a sound supervision mechanism. Acton once said, "Power corrupts, and absolute power corrupts absolutely." The restriction of power must separate any management activity's decision-making, executive, and supervision power and make it belong to different individuals to achieve mutual limitation. In the administrative management mode, a perfect supervision mechanism is the system guarantee to realize the practical power restriction. To establish an ideal supervision mechanism is to endow the right of supervision to administrative management objects, further implement the system of making school affairs public, and carry out electronic school affairs, such as school internal forums, public accounts, network news releases, etc., but also disclose the office telephone number, information address and complaint mode of school leaders, so that teachers and students can genuinely realize democratic management and democratic supervision. At the same time, the school leadership reception day is determined to receive the visits of teachers and students, to communicate and exchange difficulties and problems encountered, and to find solutions. Establishing a sound supervision mechanism is an important measure to

govern the school according to the law and strengthen the school's internal management. It is also an objective requirement for implementing democratic management and supervision[16]. In addition, it is conducive to the transparency and openness of the work of the school so that teachers and students can participate in the management and supervision of the school, restrict the decision-making power and execution power of the main body of administrative management, and effectively safeguard the vital interests of the staff and students.

Colleges and universities should, according to their discipline layout and development planning, accurately locate the types of talents needed and publish recruitment information through well-known recruitment platforms at home and abroad, academic conferences, university cooperation, and other channels to attract the attention of outstanding talents. Strengthen the brand building and improve the influence of colleges and universities in academia and society by improving the quality of teaching, the output of scientific research results, and the ability of social service to attract more outstanding talents to join. In addition, the university actively participates in international exchanges and cooperation to enhance its visibility and competitiveness on the global stage. Explore flexible and diverse talent introduction mechanisms, such as adjunct professors, visiting professors, postdoctoral workstations, etc., to attract short-term or long-term cooperation between top scholars at home and abroad and bring fresh blood and cutting-edge ideas to universities. At the same time, for particularly excellent talents, a "one person, one policy" approach can be adopted to tailor the introduction program to ensure the success rate and effect of talent introduction. Establish a scientific and fair talent evaluation system, consider the contributions of teaching, scientific research, social services, and other aspects, and provide rich rewards and promotion opportunities for outstanding talents. At the same time, the feedback and adjustment mechanism should be established to continuously optimize the talent introduction and training strategy according to the talent development needs and the development goals of colleges and universities.

In the mode of talent introduction, colleges and universities should innovate ideas and adopt flexible and diverse ways to attract talent. In addition to the traditional

recruitment methods, we can explore new talent introduction models such as school-enterprise cooperation and combining industry, university, and research. Through project cooperation and joint training, we can attract more outstanding talents with practical experience and innovative ability, build a high-level and dynamic faculty team, and lay a solid foundation for the long-term development of colleges and universities.

In higher education, as an essential base for knowledge innovation and personnel training, the competitiveness and influence of colleges and universities largely depend on the quality and vitality of their teaching staff. Therefore, "improving the treatment level of colleges and universities, strengthening the introduction of talents" has become a key strategy to enhance the comprehensive strength of colleges and universities and promote discipline construction and scientific research innovation. It mainly includes two parts: the salary for the staff and the investment in their training. With the improvement of recruitment standards, salaries given by private colleges and universities should also be improved accordingly. The school should refer to the local actual price level and the salary level of the human resources market and regularly review and adjust the salary structure of the faculty and staff to ensure that it remains competitive with the market and the same industry. This includes raising basic salaries, setting up performance bonuses, providing living benefits such as housing subsidies and transportation subsidies, and improving social insurance and medical insurance systems. It can also offer special treatment for high-level talents, such as research start-up funds and relocation expenses, to attract and retain top scholars. In addition, to establish an incentive mechanism for outstanding performance in the actual work, show their ability and talent, and timely promotion and salary, the promising talent should stay in the team. In addition to material benefits, colleges, and universities should also attach importance to the career development path of faculty and staff, provide rich training resources, academic exchange opportunities at home and abroad, work exchanges between colleges and universities, professional title promotion channels, etc., to help faculty and staff constantly improve professional skills and academic level, realize personal value, but also bring continuous academic

contributions to colleges and universities.

"Universities to improve the level of treatment, strengthen talent introduction" is a complex and systematic project that requires universities from multiple dimensions, all-round, multi-level comprehensive policies. In terms of salary and welfare, universities should establish a scientific, reasonable, and competitive salary system and provide perfect welfare benefits to devote themselves to teaching and research work. Regarding career development, universities should give teachers broad career development space and diversified promotion channels. Encourage teachers to continuously improve their academic level and professional competence by establishing research projects, educational exchanges, further training, and other opportunities to ensure that every teacher can receive due recognition and reward in their field. In terms of working environment, colleges and universities should focus on creating a good academic atmosphere and working environment, providing advanced teaching and research facilities, and enhancing teachers' sense of belonging and honor. In terms of brand building, universities should continuously enhance their visibility and influence and improve their recognition in academia and society by strengthening external publicity, expanding international exchanges, and improving the quality of scientific research results to attract more outstanding talents to join.

At present, the optimization of the functions of administrative institutions is the focus of the work of colleges and universities. The main problem of university administration is that the structure is too complicated and rigid. Due to the lack of flexibility, many administrative objectives cannot be realized within the required time range[26].

In the current situation of the administrative management of colleges and universities, there exists an overlapping phenomenon in the establishment of administrative institutions of colleges and universities, resulting in the overlapping phenomenon of many administrative functions, which will cause the waste of resources in colleges and universities, and also make the administrative personnel of colleges and universities unclear about their work responsibilities, resulting in low work efficiency[27]. At present, the administrative work of colleges and universities in

our country is significantly disconnected from the social and educational environments. It has a significant incompatibility with the development requirements of the current society, so it is urgent to change and improve the mode and idea of administrative management of colleges and universities in our country[29]. For the administrative personnel of colleges and universities, more attention should be paid to the social effect produced after running a school, from the traditional conditions of running a school to the concept of social effect. The administrative work of colleges and universities should not only focus on the surface of teaching management but also strengthen the quality of teaching management comprehensively and constantly abandon the old ideas and concepts to find a new management position as soon as possible. As for the overlapping of administrative departments in colleges and universities, in the specific work of administrative personnel, the managers' positions should correspond to their titles, and internal competition mechanisms should be introduced to eliminate the fittest continuously. Meanwhile, colleges and universities should also position staff according to different positions. Pay and rewards should be distributed in a way that pays for the best work.

In the administrative work of colleges and universities, examination, as an essential management mechanism, is the means of examining the work results and the standard of judging the work results. To improve the effect of assessment, it is necessary to formulate a more perfect and comprehensive assessment mechanism according to local conditions. Each university should also create a fair, just, and open implementation environment for the assessment and evaluation system so that the staff can be convinced and the university can train many talents in administrative management[30]. To improve the overall strength of colleges and universities, colleges and universities should, in the case of active cooperation, reasonably merge or cancel part of the duplicated departments to achieve the optimal allocation of personnel. And each university, through the management system and distribution system, strengthens the post so that the actual achievement of more work, more gain, less work, no labor, there is no a fair, competitive environment to enable the talents in administrative positions, grand ambitions. At the same time, all departments should improve

management efficiency by simplifying the approval process, clarifying the division of responsibilities, and optimizing the organizational structure. In addition, modern information technology, such as big data and cloud computing, can be introduced to realize the rapid transmission and sharing of information, improve the efficiency and accuracy of decision-making, and finally realize the scientific administration of colleges and universities[31].

Under the new situation, the work content of university administration is more and more complicated, so it is necessary to constantly improve the work efficiency of university administration personnel. To comprehensively evaluate the work efficiency of university administrative personnel, universities need to establish a complete work efficiency index of university administrative personnel, Establish a diversified assessment system, and Evaluate the corresponding personnel from all aspects and levels, such as leadership, communication, problem-solving, professionalism, innovation, etc., to ensure that the assessment is fair and just. This paper makes a comprehensive evaluation of the work efficiency of university administrative personnel from many angles. It collects the relevant information on university administrative personnel to understand their workability, work attitude, and work performance.[32].

As an essential means of personnel motivation, performance appraisal is the basis of strengthening the construction of university administrative personnel. To be exact, the role of performance appraisal is to achieve management objectives, find management problems, promote the organization's development, play the incentive effect, reasonable distribution of labor compensation, and so on. In the administrative model of colleges and universities, the performance appraisal mechanism is an essential tool to promote the service function of the administrative department. It is necessary to establish the evaluation criteria from the four directions of efficiency, Effectiveness, economy, and Equity, namely the "4E" evaluation system.

Improve the personnel incentive mechanism, adopt a variety of incentive measures, mobilize the enthusiasm of the staff, enhance their enthusiasm for work so that the requirements of the administrative personnel of colleges and universities can



be met, and implement a dynamic management mechanism, according to specific evaluation criteria to evaluate the administrative personnel of colleges and universities, the evaluation criteria include work performance and work effect. It can also improve their enthusiasm for work, stimulate their innovative and enterprising work consciousness, constant self-improvement, and effective self-motivation to achieve better results[33].

**Provide generous benefits:** To attract high-level talents, private colleges and universities must provide competitive salaries, relocation expenses, and research start-up funds. Yantai Nanshan University for introducing doctors to offer a high salary, annual salary, and research start-up funds, but also provide additional subsidies.

**Optimize the talent structure:** private colleges and universities should actively carry out outreach to talents, rationally use the Internet + platform, and use forums, websites, and other ways to find more talent. At the same time, we should enhance the connotation construction of existing teachers, carry out rich practical activities, rationally use and integrate human resources, and give full play to the advantages of human resources. Through the development of a backbone teacher training plan, the development and progress of talents are encouraged, and then the structure of talents is optimized.

**Establishment of teacher competency evaluation mechanism:** private colleges and universities should establish a perfect evaluation mechanism, break through the limitations of awards, academic qualifications, and professional titles, and build a competency model composed of professional knowledge, professional skills, and professional values. Through this mechanism, more high-quality talents can be introduced while ensuring the fairness and effectiveness of the evaluation mechanism. Through classroom observation, student evaluation, peer evaluation, and self-reflection, Yantai Nanshan College comprehensively and objectively understands the performance of teachers and improves the professional skills and teaching level of teachers by teaching the old and teaching the new, which provides strong support for the improvement of the teaching and scientific research level of the school.

**Strengthen strategic planning:** private colleges and universities should

formulate reasonable talent introduction planning according to their actual situation and the needs of professional disciplines. When introducing talents, the development goals and future planning of the school should be fully considered to ensure that the talents introduced can meet the development needs of the school.

Innovation capital investment: enhance self-development ability and eliminate excessive dependence on group investment. First of all, give full play to the advantages of scientific research disciplines and personnel training, actively participate in the development of the government and enterprises through the development of strategic consulting, providing technical guidance, and transforming scientific and technological achievements, actively interact, and constantly expand the scope of industry-university-research cooperation, to serve the actual results of local economic and social development to obtain recognition and recognition from the government and enterprises. Secondly, the system and mechanism of school science and technology innovation should be reformed, policy orientation should be established, support for horizontal projects should be increased, and teachers and researchers should be guided to actively build a platform for integrating production and education with enterprises[20].

Create a good atmosphere: private colleges and universities should create a good academic atmosphere and working environment to provide broad development space and promotion opportunities for talents. At the same time, we should strengthen the construction of campus culture and improve the cohesion and centripetal force of the school so that talents can better integrate into the development of the school.

In 2023, Yantai Nanshan University will introduce 260 master and doctoral teachers, including 17 doctors and 14 teachers with senior titles. Flexible introduction of part-time doctors 20 people. 260 "double teacher" teachers were hired, 19 teachers were selected to work in the enterprise, and 73 "double teacher" teachers came to work in the school.

In 2024, 289 people with master's and doctorate degrees will be introduced, including 80 high-level talents; the Flexible introduction of part-time doctors is 52

people. Twenty-three teachers were selected to work in the enterprise, and 40 "double-qualified" teachers came to work in the school[35].

Innovate work mode and improve work quality. First, to innovate the working mode of university administration, it is necessary to pay attention to the improvement of work quality, further optimize management objectives, refine the implementation of responsibilities of various management work, adhere to the principle of fairness and justice in administrative management work, coordinate the work content of all parties, and give full play to the linking role of administrative management in various affairs such as teaching and education, scientific research and innovation in universities. Comprehensively improve the quality of administrative work.

Second, through the reform and innovation of administrative management work mode, colleges and universities can solve the problems of unclear responsibilities and poor processes in traditional management work, avoid or even eliminate unreasonable and unfair phenomena in work, truly make administrative work serve the majority of teachers and students, promote the virtuous cycle of administrative work, and effectively improve the efficiency of administrative work in colleges and universities.

Increase investment: The government and all sectors of society should be fully aware of the critical position and role of private colleges and universities in the higher education system. Therefore, further increasing the capital investment in private colleges and universities is necessary to provide more abundant and diversified resource support for their sustainable, healthy, and stable development. This not only includes direct financial allocations, special funds, and other forms of financial support but also should cover the upgrading of teaching facilities, the construction of scientific research platforms, the construction of teachers, and other aspects to ensure that private colleges and universities in hardware and software can be comparable with public colleges and universities.

Introducing advanced concepts: The administrative management of colleges and universities needs to actively introduce and apply advanced ideas of colleges and universities at home and abroad to promote the process of de-administration and enhance the independence of running schools. In the process of implementation, we

should first conduct in-depth analysis based on our own school-running goals and academic research needs, reconstruct the management body based on actual needs, and set up multiple committees such as teaching and academic research to jointly formulate corresponding administrative work plans. The advantage of diversified administrative management is that it can fully reflect the internal needs of talents training, social services and academic research in colleges and universities. At the same time, with the participation of diversified subjects, the administrative color of university management will gradually weaken, and the independence and autonomy of school development will be enhanced. Secondly, the administrative management of private colleges and universities is strongly influenced by funded enterprises. The main reason is that the schools rely heavily on the funds of enterprises economically. Only by being relatively independent in economy and resources can they ensure the independence of thinking and ideas. Therefore, in administrative management activities, relevant colleges and universities should actively expand the channels of obtaining funds for running schools, such as strengthening the contact and cooperation with enterprises and social organizations, making reasonable use of their advantages in talents and research, forming mutually beneficial relationships with enterprises, and improving the ability of schools to obtain funds. The relationship with social organizations is mainly based on the wide acceptance of donations from all walks of life.

Strengthen cooperation and exchanges: Private colleges and universities should strengthen cooperation and exchanges with other colleges and universities, enterprises and social organizations, share high-quality education resources, and promote the reform and innovation of management models.

### **3.3 Mitigation measures at the social level**

1. The social recognition of private colleges and universities is insufficient. There is a gap in resource acquisition and policy support with public colleges and universities, and the low social recognition of private colleges and universities may lead to the lack of professional pride of administrative staff. As a private institution, Yantai Nanshan University may face bottlenecks in the evaluation of professional titles

and welfare benefits for its administrative staff. The local government should optimize the support system for private education at the policy level, promote the equality right between private colleges and public colleges, and ensure that the administrative staff of private colleges and universities are treated equally with those of public colleges and universities in the evaluation of professional titles and social security. On the cultural level, the characteristics of Nanshan University and the contribution of administrative staff are publicized through the media, so as to enhance the social recognition of private colleges and universities and enhance the social recognition of private education. At the economic level, the local government can support Nanshan University to improve the salary and working conditions of administrative staff through tax incentives or financial allocations, so as to enhance the enthusiasm and satisfaction of administrative staff, enhance team cohesion, reduce brain drain, and improve the overall operational efficiency and management level of the college. Lay a solid foundation of human resources for the long-term development of the college. Encourage social capital to participate in education services, guide enterprises to support private colleges and universities through donations and cooperative projects, and indirectly alleviate the problem of insufficient administrative resources.

2. Differences in regional economy and resource allocation. Longkou City, where Yantai Nanshan University is located, is a county-level city with a low concentration of educational resources, which may lead to fewer training opportunities for administrative personnel and vague career development paths. In view of this problem, the school administrative department should take effective measures to formulate and improve relevant policies or guidance, and ensure the development of administrative personnel from various aspects such as training and post promotion. This includes categorizing managers and using specific metrics as criteria for promotion. Schools also need to create more development platforms for administrative personnel, and encourage administrative personnel to go out to participate in various training and other activities, which can not only broaden the horizon and knowledge of administrative personnel, but also increase their sense of belonging, improve happiness and achievement, so as to alleviate job burnout.

3.Private colleges and universities are under great pressure from industry competition and policy. It is necessary to deal with strict school evaluation and market competition, and administrative staff undertake a lot of transactional work (such as enrollment, welcome evaluation, material sorting, etc.), and are in a state of high pressure for a long time. Yantai Nanshan College regularly selects "excellent educators" and builds a professional honor system to enhance the social value of administrative personnel.

4.Establish resource sharing and mutual assistance platforms, build administrative alliances of private colleges and universities, promote provincial, municipal and local private colleges and universities to establish administrative resource sharing platforms, and realize the interoperability of training resources and management experience.

In short, the lagging of the management mode of private colleges and universities in China is a complex social phenomenon, which requires the joint efforts of individuals, the government, society and schools to promote its continuous reform and innovation and achieve sustainable development[28].

## CONCLUSION

After years of development of China's society through reform and opening up, private colleges and universities have been recognized by more and more people and have become an important part of China's higher education. In order to maintain a stable and orderly operation and create a good teaching and scientific research environment, private colleges and universities cannot do without an efficient and stable administrative management team. Administrative management is an important part of the university and an important content of construction and development. The administrative management system of the university determines the development strategy and direction of the university. In order to do a good job in administrative management, we must adhere to the people-oriented, appoint people on merit, and establish a scientific concept of employing people.

Actively introduce high-quality talents, improve their treatment, give them more opportunities to learn and progress, encourage more creativity and flexibility in work, and give them the space to fully display their talents.

The administrative departments of colleges and universities are the important support for the normal operation of colleges and universities. They guarantee the smooth progress of teaching and scientific research and promote the realization of the overall goal of the university through efficient management and high-quality service. In the future, the innovation of the administrative management mode of private colleges and universities is the inevitable requirement of the development of The Times. Strengthen exchanges and communication among departments to improve coordination and cooperation; Improve the management system, allow a certain degree of flexibility and humanization in the actual implementation, and maintain a certain temperature for the system while adhering to the principle. The administrative level of colleges and universities determines the comprehensive competitiveness of colleges and universities. Only the improvement of personnel quality can bring about the competitiveness of administrative level. Only by changing old concepts, strengthening communication, coping with challenges and constantly solving existing

problems can we promote the healthy and sustainable development of private colleges and universities.

At present, there are still many places that need to be improved in the administration of colleges and universities in our country. This article mainly carries out innovation from the following three aspects: First, through the case study of the obstacles and measures to improve the use of innovative mode in college administration. The second is to explore the effective path of adopting innovative management mode to promote the reform of university administration. However, there are many restrictive factors in the administrative work of colleges and universities. Through analysis, this paper puts forward ways to optimize the administrative work of colleges and universities in terms of system, and to innovate the administrative work mode of colleges and universities, including management, management personnel team construction, administrative rights, management departments and quantification of work efficiency. The final significance of this article is to further propose measures to improve the administration of colleges and universities in view of the existing problems in the administration of colleges and universities, hoping that colleges and universities can have certain gains in the administration of administration, so as to realize the perfection of the administration of colleges and universities and improve the efficiency of the administration of colleges and universities. Improve the administrative level of the whole university, for the university students and teachers better service. To innovate the administrative management mode of private colleges and universities, it is necessary to improve the administrative organization, improve the management efficiency, optimize the management mode and improve the quality of management personnel. Only in this way can we better promote the healthy development of private colleges and universities and cultivate more outstanding talents for the society.

To sum up, the research shows that with the diversification of educational needs and the rapid development of modern technology, the traditional administrative management model has been difficult to meet the needs of modern higher education. Therefore, colleges and universities must constantly innovate management concepts



and systems in order to improve management efficiency and education quality and achieve sustainable development of schools. By optimizing the talent management strategy and reforming the performance appraisal system, colleges and universities can better adapt to the changes in the educational environment, stimulate the innovation potential of faculty and staff, and strengthen the collaboration and communication inside and outside the school. In the future, innovation in university administration will continue to be key to pushing the frontiers of education and addressing global challenges.

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## APPENDIX

### The influencing factors of job burnout

Please select the influence degree of these factors on job burnout according to your actual situation.

| Impact degree/score<br>Influencing factors                                                                                                                     | No<br>effect<br>(1) | Less<br>impact<br>(2) | Impact is<br>General<br>(3) | Have a great<br>Influence<br>(4) | Great<br>influence<br>(5) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------|-----------------------------|----------------------------------|---------------------------|
| 1.University administrators often work overtime.                                                                                                               |                     |                       |                             |                                  |                           |
| 2.there is a mismatch between what I earn and what I give.                                                                                                     |                     |                       |                             |                                  |                           |
| 3.In the implementation of school performance appraisal, salary and welfare systems, full-time teachers are preferred.                                         |                     |                       |                             |                                  |                           |
| 4.I don't have great expectations for the future.                                                                                                              |                     |                       |                             |                                  |                           |
| 5.My future is uncertain.                                                                                                                                      |                     |                       |                             |                                  |                           |
| 6. My performance is not as good as that of that of other colleagues .                                                                                         |                     |                       |                             |                                  |                           |
| 7.Interpersonal relationships in colleges and universities are complex, and it is difficult for individuals to deal with them.                                 |                     |                       |                             |                                  |                           |
| 8.Administrative positions in colleges and universities have low status compared with full-time teachers, and humanistic care given by schools is not enough . |                     |                       |                             |                                  |                           |
| 9.It is difficult to assess professional titles.                                                                                                               |                     |                       |                             |                                  |                           |
| 10.There are fewer opportunities for personal improvement.                                                                                                     |                     |                       |                             |                                  |                           |
| 11.There is limited room for career development.                                                                                                               |                     |                       |                             |                                  |                           |
| 12.There is a lack of social recognition and sympathy for the administrative work in colleges and universities.                                                |                     |                       |                             |                                  |                           |
| 13.There are fewer opportunities for glory.                                                                                                                    |                     |                       |                             |                                  |                           |