

**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: Management of integration processes of human resources at
enterprise**

Completed:

student of

073 Management EP «Administrative management»

Ding Yuhong

Supervisor

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Assistant

Reviewer

Habib Usman Abraham

Master of Administrative management

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SUMY NATIONAL AGRARIAN UNIVERSITY

Faculty Economics and Management

Department Public management and administration

Education degree «Master»

Field of Study 073 Management (EP «Administrative Management»)

Approved:

Head of Department _____ PhD, Ass. Professor
«_____» _____ Alina Brychko
2025

TASK

on thesis for student

Ding Yuhong

1. Theme of Management of integration processes of human resources at enterprise Qualification

work:

Supervisor Assistant Kateryna Dudnyk.

approved by the university from

2. Deadline for student completed project (work)

January, 15 2025

3. Background to the project (work):

educational methodical manuals, monographs, textbooks on the subject of research, scientific publications, economic and financial statements for the period of 2019-2021

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

Learning is the concept of "two-factor theory" and "incentive mechanism". This paper analyzes the current situation of incentive mechanism satisfaction of administrative staff in NS University, and summarizes the influencing factors of incentive mechanism satisfaction. This paper analyzes the main problems and causes of incentive mechanism of administrative staff in NS University. Suggestions on improving the incentive mechanism of administrative staff in NS University based on two-factor theory.

5. Date of assignment:

March, 15 2025

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	October, 2024	Done
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	October, 2024	Done
3	Preparation and presentation of draft of the first chapter of the thesis	November 2024	Done
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	December 2024	Done
5	Making the theoretical part of the thesis, summarizing the analytical part	January 2025	Done
6	Design options improve the research problem	February 2025	Done
7	Completion of the project part of the thesis, design chapters	February 2025	Done
8	Previous work and its defense review	March, 01-02 2025	Done
9	Checking the authenticity of the thesis	March, 10-12 2025	Done
10	Deadline for student completed the thesis	March, 15 2025	Done
11	Defense of the thesis	March, 26 2025	Done

Student	(signature)	<i>Ding Yuhong</i>
Supervisor of science work	(signature)	<i>Kateryna Dudnyk</i>
Authentication performed	(signature)	<i>Nadiia BARANIK</i>
Checking the authenticity conducted. Thesis allowed to defense	(signature)	<i>Svitlana Lukash</i>

ABSTRACT

Ding Yuhong. Management of integration processes of human resources at enterprise.

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

The Relevance of Research. In the modern business environment, the effective integration of human resources is a key factor in ensuring organizational sustainability and competitive advantage. This study explores best practices in HR integration, analyzing key factors that contribute to its success and identifying common obstacles in enterprise settings.

The Aim of This Work. The purpose of this research is to assess the efficiency of human resource integration management in enterprises, identifying strategic approaches, challenges, and solutions. The study aims to analyze HR integration models, evaluate their impact on organizational performance, and provide practical recommendations for improving workforce synergy.

The Object of the Work. Human resource integration processes at enterprises

The Subject of Work. This study examines the effectiveness of HR integration management, focusing on strategic approaches, workforce adaptation, talent retention, and employee motivation. It explores how HR policies and integration strategies impact overall business performance and organizational success.

Key Words: Human Resource Management, HR Integration, Workforce Adaptation, Talent Retention, Employee Motivation, Organizational Change, HR Strategies, Corporate Culture Alignment.

АНОТАЦІЯ

Дін Юйхун. Управління інтеграційними процесами людських ресурсів на підприємстві.

Магістерська робота зі спеціальності 073 «Менеджмент», ОП «Адміністративний менеджмент», СНАУ, Суми-2025 р. – Рукопис.

Актуальність дослідження. У сучасному бізнес-середовищі ефективна інтеграція людських ресурсів є ключовим фактором забезпечення організаційної стійкості та конкурентних переваг. У цьому дослідженні розглядаються кращі практики інтеграції людських ресурсів, аналізуються ключові фактори, що сприяють її успіху, та визначаються загальні перешкоди, що виникають на підприємствах.

Мета роботи. Метою цього дослідження є оцінка ефективності управління інтеграцією людських ресурсів на підприємствах. Дослідження має на меті проаналізувати моделі інтеграції персоналу, оцінити їх вплив на результативність організації та надати практичні рекомендації щодо покращення синергії робочої сили.

Об'єкт дослідження. Процеси інтеграції людських ресурсів на підприємствах

Предмет дослідження. У цьому дослідженні розглядається ефективність управління кадровою інтеграцією з акцентом на стратегічні підходи, адаптацію робочої сили, утримання талантів та мотивацію працівників.

Ключові слова: Управління людськими ресурсами, кадрова інтеграція, адаптація персоналу, утримання талантів, мотивація працівників, організаційні зміни, кадрові стратегії, узгодження корпоративної культури.

CONTENT

INTRODUCTION

Relevance of the topic. Education is a basic project to build a strong national rejuvenation, and higher education is an important symbol of a country's development level and development potential. The report of the 19th National Congress of the Communist Party of China proposed to "accelerate the construction of first-class universities and first-class disciplines, and realize the connotative development of higher education." Under the background of the new era, colleges and universities are shouldering more missions, which is not only a new requirement for college personnel training, scientific research, social service and other work, but also a new requirement for college administration.

Administration has become a prominent feature and universal law of contemporary universities. The vigorous development of higher education is inseparable from an administrative team with firm political stance, excellent professional quality, high service level and strong innovation ability. The quality, ability and spirit of the administrative management team determine the management level of colleges and universities to a certain extent, which is related to the reform, development and comprehensive competitiveness of colleges and universities, and even directly affects the reform and modernization process of colleges and universities.

As far as China's current development situation is concerned, the development of the administrative team of colleges and universities lags behind the overall development of colleges and universities. The traditional administrative work of colleges and universities has some problems, such as inactive working attitude, low working efficiency

and lack of innovation, which are closely related to the imperfect, unscientific and unfair incentive mechanism. At the same time, with the transition of new and old personnel, the administrative team of colleges and universities has shown a trend of becoming younger and more highly educated in recent years, and the importance of administrative work in colleges and universities has become increasingly prominent. These young high-quality administrative personnel have new requirements on the sense of work acquisition and happiness, career development space, life security and other aspects.

Relationship with academic programs, plans, themes. Master's thesis is done according to the plan of research at Sumy National Agrarian University.

The aim of the thesis is: From the theory and method analysis of the regulations, and for NS University personnel management system to improve the feasible ideas and programs.

In order to achieve the stated objectives, **the main objectives of the study** were identified and carried out:

- Clear research content and research methods;
- Explain basic theories and sort out research status at home and abroad;
- Investigation on the satisfaction of the incentive mechanism of administrative staff in NS University;
- Summarize and summarize the influencing factors of incentive mechanism satisfaction;
- Analysis of the main problems and causes of the incentive mechanism of administrative staff in NS University;
- Put forward suggestions on improving the incentive mechanism of NS University

administrators.

The object of this research is the administrative staff of NS University.

The subject of research is focuses on the administrative staff of NS University, using questionnaires and analysis to identify existing problems and causes in the incentive mechanism for administrative personnel, and to propose suggestions for optimizing the incentive mechanism in higher education institutions.

Research methods:Literature analysis centering on the research content of incentive mechanism of university administrative personnel, the author makes full use of academic database network resources, collects, analyzes and summarizes relevant literature materials at home and abroad, focuses on the content of incentive mechanism of university administrative personnel, summarizes the previous studies in depth, and provides abundant reference materials for this paper.

Questionnaire survey.In order to ensure the pertinence, effectiveness and scientificity of the research conclusions, the author adopts the questionnaire method to carry out the investigation and research. Based on the specific content of the two-factor theory, the research index is determined, and the improvement suggestions are put forward respectively from the aspects of health care factor and incentive factor.

Case analysis. This paper takes NS University as a case study, collects and collates its policies and systems for implementing incentives for administrative staff, and on the basis of the actual results of the questionnaire survey, makes an in-depth analysis of the work dilemma of administrative staff, while consulting a large number of advanced methods and successful experiences at home and abroad, and puts forward countermeasures and suggestions based on the actual situation of NS University.

There are induction, logical analysis and so on.

Information base:

The information sources for writing qualification work are: regulations, founding documents, personnel materials of NS University, scientific and technological papers, the publication of official and scientific journals , conference materials, and works of domestic and foreign scientists.

The practical significance of the research results is that: First, through empirical investigation and the framework of the two-factor theory, this study identifies the problems existing in the incentive mechanism of the administrative staff of NS University, analyzes the factors affecting the incentive effect and the root causes of insufficient incentive, which is conducive to putting forward feasible improvement ideas and plans for the personnel management system of NS University and further stimulating the enthusiasm of the administrative staff of NS University. Enhance work fulfillment and happiness.

Personal Achievements master's degree. Results of the study contained in the Master's diploma are independent developments and suggestions of the author.

The structure and scope of work. Master's thesis consists of an introduction, three chapters, conclusions, and list of references . The main text is laid out on **68** pages of computer text, the work contains **3** tables, **11** figures.

CHAPTER 1

CHAPTER 1 THEORETICAL FOUNDATIONS OF HUMAN RESOURCE INTEGRATION MANAGEMENT

University administrators: University administrative staff is an important part of teaching staff, different from teaching staff and research staff, they are the actual executors of management work. Administrative personnel in colleges and universities are mainly responsible for important tasks such as uploading and issuing, left-right communication, and internal and external contact, which provide a strong basic guarantee for serving teachers and students, administrative management, teaching and scientific research, etc. In the management work of comprehensive colleges and universities under the background of "double first-class" construction, administrative personnel are an important part, they implement effective management for teachers and students and provide a variety of services. It is a reliable guarantee for the normal operation of colleges and universities.

University administration covers a wide range, mainly including party management, teaching management, scientific research management, teacher construction, group management, and logistics services. As far as the current administrative team of colleges and universities is concerned, in addition to the leaders, it also includes the managers of middle-level functional departments and grass-roots managers, who together constitute the main body of the administrative management of colleges and universities.

The administrative personnel of NS University studied in this paper include five

parts: first, the administrative personnel of party and government organs; second, the personnel engaged in educational affairs, scientific research, personnel and other administrative positions in teaching units; third, the administrative personnel of scientific research units; fourth, the administrative personnel of teaching and auxiliary units; and fifth, the administrative personnel of affiliated (or directly affiliated) units of the school.

[1]

Meaning of incentive: Motivation, as the name suggests, refers to the behavior that inspires and encourages. The purpose of behavior is to promote and guide the behavior object to complete the target instruction. In general, the process of promoting the implementation object to complete the target task better by stimulating and other behaviors is called incentive. From the perspective of management, the purpose of motivation is to stimulate the enthusiasm of employees, to design, select and adjust an institutional system to meet the needs of employees, so as to encourage employees to act in the established direction spontaneously to achieve organizational goals.

Relevant explanation of incentive mechanism: Incentive mechanism is an indispensable management method in human resource management. As shown in Figure 1.1, the establishment of incentive mechanism consists of four links. Establishing a good incentive evaluation system is the main basis for maintaining the effectiveness of incentive means. To develop the incentive culture of encouraging innovation and rewarding contribution is an important starting point to improve the incentive and talent. Providing an incentive platform for growth training and career development is a sufficient requirement for developing incentive resources. Creating a positive and benign competition incentive environment is a necessary condition to maintain incentive activity.

The above four interact with each other, influence each other and promote together.[2]

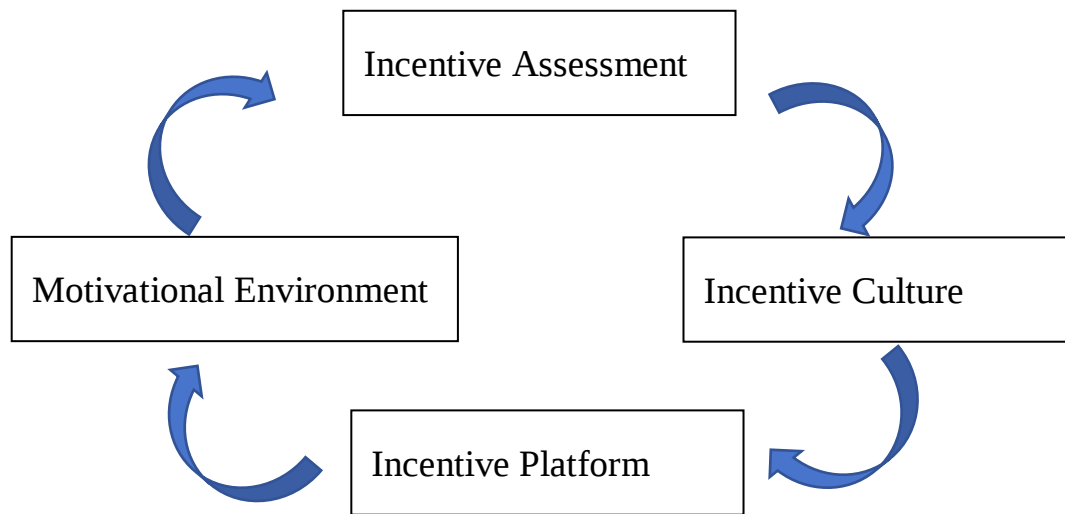


Figure 1.1 - Four parts of incentive mechanism establishing

Source: [1]

From the perspective of management practice, incentive mechanism refers to the establishment of a specific management system within the organization, through the use of a variety of scientific and effective, standardized, relatively fixed incentive means, and employees to establish an interaction and mutual contract structure, aimed at developing the potential of employees, so that they are always willing to work hard in the organization. Incentive mechanism is the most reliable, the most effective, the most favorable, the most direct means to help the organization to grow and achieve the ultimate goal. Harvard professor William James proposed in "Behavior Management" that under the stimulation of a good internal and external environment, the potential can be exercised about four-fifths, while under the condition of no incentive, the individual's ability can be exercised only about one-fifth. Therefore, it is easy to know that building a perfect, comprehensive and positive employee incentive mechanism can greatly stimulate the

activeness of employees' main outlook.

The incentive mechanism of Chinese universities to administrative personnel mainly includes material incentive, spiritual incentive and achievement incentive. The material incentive is embodied in the annual evaluation and reward system, post allowance system and related welfare system; Spiritual motivation is reflected in praise and appreciation and other incentive means, such as post master, labor model, advanced individuals and other honorary titles; Achievement motivation is mainly reflected in the promotion of titles and positions. These measures have played an incentive role to a certain extent, and have a positive impact on mobilizing the enthusiasm of administrative personnel and improving work efficiency.

The two-factor theory is proposed: In the late 1950s, in the Pittsburgh area of the United States, the American behavioral scientist Herzberg and his team had conducted a large-scale survey visit, the research survey asked more than 200 enterprise employees, involving a total of engineers, accountants and other 11 industries. This survey starts with understanding the satisfaction and dissatisfaction of employees in their daily work, and then determines which factors will affect the enthusiasm of employees.

Herzberg found through further research that when those unsatisfactory events worsened, employees would slow down or go on strike. However, when those unsatisfactory events were optimized, the production efficiency of employees did not significantly improve, and employees just showed a state of "no dissatisfaction". On the contrary, when the satisfaction of the employee is reduced or missing, the employee's work situation has no obvious impact; However, when the employee satisfaction events are improved and enhanced, the employee's work enthusiasm will be significantly

improved, thus promoting the production efficiency has also been significantly improved.
[3]

Contents and viewpoints of two-factor theory: According to Herzberg, the factors that lead to workers' dissatisfaction are called health factors, and the factors that make workers feel satisfied are called incentive factors. In general, health factors and incentives are not antagonistic, but interdependent and mutually reinforcing. If the incentive factor is eliminated, it will definitely cause the dissatisfaction of employees, and the existence of health factors will only affect the absence of dissatisfaction of employees. If incentive factors are strengthened, employee satisfaction will definitely be improved, and the absence of incentive factors will only affect the non-existence of employee satisfaction, [4] as shown in Figure 1.2.

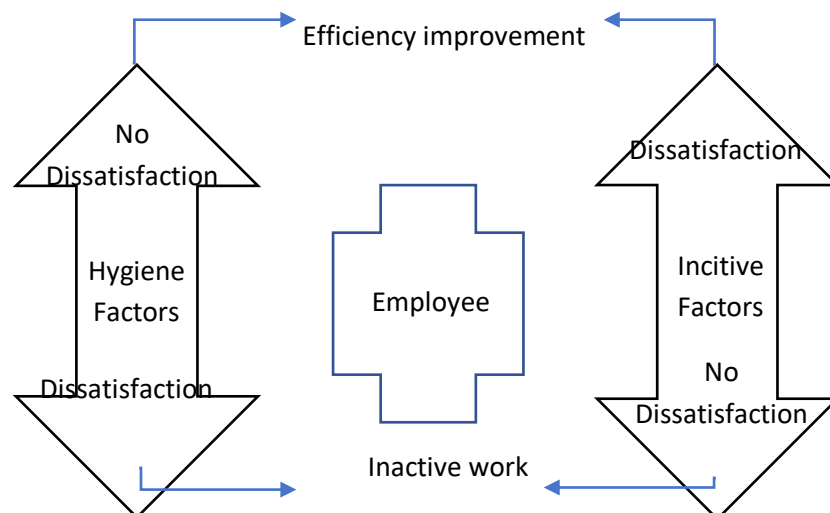


Figure 1.2 - The logical relationship of hygiene factors and motivation factors

Starting from the two directions of "satisfaction" and "dissatisfaction", Herzberg made a more detailed summary and summary of health factors and incentive factors.

Statistics show that among the health factors, the dissatisfaction of workers mainly

consists of management mode, rules and regulations, salary and welfare, survival test, children's education, etc. Many factors are related to the basic survival of workers. Among the motivating factors, the events that workers are satisfied with are mainly composed of job attributes, job rights and responsibilities, career development, self-realization and team commendation. It can be seen that the event factors that affect the incentive factors are mainly generated around the work of the workers.

Motivators, like catalysts or flavoring agents in work, are the ideal goals of employees' work. For workers, self-improvement and work challenge upgrading are extremely pleasant and satisfying things. Workers participate in labor, and further to labor imagination, planning and realization, which is the inevitable labor love work. When the health factors remain in the state, further increase the incentive factors will obviously stimulate the enthusiasm of workers and stimulate the work vitality of workers. On the contrary, if the health factors are not satisfied, even the most challenging work can not significantly improve the work activity of workers.

Practical enlightenment of two-factor theory. Herzberg's two-factor theory has a profound impact on management. He clearly divides the factors that affect the positive and negative emotions of workers, changes people's traditional understanding of "satisfaction and dissatisfaction", and enables managers to implement incentive programs more targeted. The practical implications of the two-factor theory are as follows:

Second, health factors and motivators are not completely independent, and they can be transformed into each other in different stages and environments. Health factors may have a motivating effect in the early stage, but as time goes on, employees become more and more accustomed to some incentives, so the role of incentive factors will be

transformed into health factors. For example, bonuses should be related to performance, otherwise blindly adopting equalitarianism can only play the effect of health factors, but can not play the incentive role of bonuses. Health factors will change with the changes of individual characteristics of workers and the environment, so it is necessary to analyze the specific situation in order to make the effective integration of health factors and incentive factors to achieve the ideal effect.

Therefore, Herzberg's two-factor theory provides managers with a way of thinking: a set of scientific, reasonable and standardized incentive mechanism should be built to maximize the enthusiasm of workers by adjusting the changes of health factors and incentive factors, so as to ensure efficiency and take into account fairness.

Analysis of foreign research status:

(1) Research on Incentive theory Since the scientific management movement, incentive has become one of the important topics in western management research. The original research on incentive is to solve the problems in the process of productivity development and labor specialization, and the focus of research is mainly on demand. Since the 20th century, psychologists, sociologists and management scientists have conducted in-depth research on the problem of stimulation from different perspectives, and achieved fruitful results. Incentive theory also plays an important role in modern management and is widely used in various industries.

According to the different research perspectives and content levels, incentive theory can be divided into content incentive theory, process incentive theory and comprehensive incentive theory.

In the theory of content-based motivation. Content incentive theory is also known

as demand incentive theory. Its research focus is to positively influence and guide individual behavioral motivation by satisfying individual needs of workers.

In 1969, American psychologist Clayton Alderfer proposed the ERG theory based on Maslow's theory. He reclassifies the five layers of needs into three: survival, relationship, and growth. The theory holds that workers may have more than one need at a time, and if they are frustrated in satisfying higher needs, their desire for lower needs will become more intense, which is the "frustration-regression" view. [6]

In the 1950s, American psychologist David McClelland proposed the theory of achievement motivation, also known as the "Three Needs theory." He divided the behavioral motivation of individual workers into three factors: achievement, affinity and power, and according to these factors, people were divided into three categories: power need type, achievement need type and affinity need type. When a certain demand of workers became strong, it would encourage them to produce certain behaviors to meet this demand. [7]

In the theory of process motivation. The focus of the theory of process-based motivation is to study how the process from the generation of psychological motivation to the choice of target behavior works, and how to exert its effect through incentives, so as to correct and guide employees in the target behavior. [8] The expectation theory was proposed by the American psychologist Victor Vroom in 1964. This scholar believes that workers always aspire to meet certain needs and try to achieve certain goals, and the effect of incentives is mainly determined by the target value and expectation, namely: As a manager, we must deal with the relationship between the four factors of individual effort, performance, reward and personal need, and know how to set reasonable and achievable

performance goals, and do a good job of performance feedback and reward. [9] In the early 1960s, American psychologist Adams put forward the equity theory, which is a kind of incentive theory based on the integration of the concept of equity in distribution and cognitive dissonance. The core point of view is that workers' satisfaction with wage income is a process of social comparison. They will not only pay attention to the absolute value of their remuneration, but also compare it with their past historical income value, and pay more attention to the result of comparing their input income with that of others. [10] American psychology professor Edwin Locke put forward the goal setting theory in 1968. He believed that the effect of incentive mainly depends on the clarity of the goal and the difficulty of the goal, so the more clear the goal is set, the better, the higher the absolute difficulty of the goal, the better the performance. [11]

In the comprehensive incentive theory. American behavioral scientists Edward Lawler and Lyman Porter put forward the Porter-Lawler comprehensive incentive model in 1968, which is based on Froome's expectation theory, incorporates Herzberg's two-factor theory, and adds the concept of internal and external rewards, thus forming a new incentive model with job performance as the core. It fully reflects the psychological process of employees in the process of motivation. The model mainly includes variables such as expectation, effort degree, work performance, internal and external compensation, sense of justice, satisfaction, etc., and reveals four relationships of workers from individual effort to work performance, from work performance to reward, from reward to satisfaction, and from satisfaction to personal effort. The shortcoming of Porter-Lawler synthesis model is that although it has logical structure, it has not formed concrete expression and quantitative calculation relationship, and the influencing factors of the

four transformation relationships cannot be reliably measured and verified at present. [12]

(2) Research on the incentive mechanism of university administrators

In the 1950s, the United States set up the research of personnel management in colleges and universities as a special field. In the United States, university membership is divided into three main groups: students, academic staff, and staff. The staff is mainly divided into logistic service staff, staff supporting teaching and research work, and management staff specializing in school administration.

The security incentive system of American university management staff is very sound, which is mainly reflected in the following four points:

1. Excellent salary and welfare treatment. The United States has listed university management as a professional occupation, and the salary of management staff is stable and reasonable and better than that of other members of the society.

2. Scientific performance appraisal method. There is a reasonable and very large gap in the salary of different levels of management staff, and the increase or decrease of salary is mainly linked to its performance, which has strong professionalism, pertinence and fairness.

3. Higher professional status. As an independent profession, the university management staff has a good social status and social honor in the United States, and people engaged in this profession can well obtain the respect and recognition of the public, and harvest career satisfaction and achievement.

4. Policy support. In order to attract more management talents to contribute to the development of schools, some universities in the United States have begun to learn from the management method of "tenure system" and implement a "lifetime system" for

management staff to provide them with more comprehensive and stable protection.

As far as the incentive mechanism of university administrators is concerned, relevant foreign research institutions and scholars have been exploring its characteristics and rules from various angles.

-Some people believe that the work incentives for managers in universities should first improve the work satisfaction of employees, that is, the satisfaction of the work itself, the satisfaction of remuneration, the satisfaction of working conditions and working environment, and the satisfaction of interpersonal relationships. [13]

-Some studies believe that colleges and universities need to formulate a set of practical and feasible evaluation system according to their own actual situation, in line with their own operation laws, especially to strengthen the performance evaluation of college managers, in order to achieve the purpose of motivating managers. [14]

-Another common view is that the personal development of college administrators is inseparable from the overall development of colleges and universities, and the organizational environment and management procedures of colleges and universities must follow the principle of "everyone can be inspired and grow in the organization", otherwise, no matter how much money or activities colleges and universities provide for administrators, they will continue to do so. Neither of them would easily change their current work status. [15]

The research of incentive mechanism in Chinese universities starts from the study of full-time teachers, and it is relatively concentrated. With the deepening of development, the research on the incentive problem of university counselors and scientific researchers began to increase gradually, but the research on the incentive problem of administrative

personnel has not been widely carried out. At present, domestic scholars are more inclined to believe that colleges and universities lack a perfect incentive system for administrative personnel, and the current incentive methods fail to really mobilize the enthusiasm of administrative personnel. The management function of the incentive mechanism is gradually weakened, and the management efficiency is generally not high.

The research work at home and abroad provides a large number of theoretical references for this paper. On this basis, this paper will take the incentive mechanism of administrative personnel in NS University as the research content, further analyze its shortcomings, put forward reasonable countermeasures, and provide more targeted suggestions for deepening the reform of personnel system in universities under the construction of "two and one flow".

Research contents. This study takes the administrative staff of NS University as the research object. In the early stage, it consulted literature, systematically studied the two-factor theory and incentive theory, comprehensively understood the theoretical research results of domestic and foreign experts and scholars, and then designed a questionnaire based on this framework to conduct an empirical study on the satisfaction of the current administrative staff incentive mechanism of NS University. Summarize the problems existing in the current incentive mechanism, summarize the influencing factors, analyze the causes, and then put forward scientific and reasonable suggestions and countermeasures to improve the current incentive mechanism of administrative personnel in NS University.

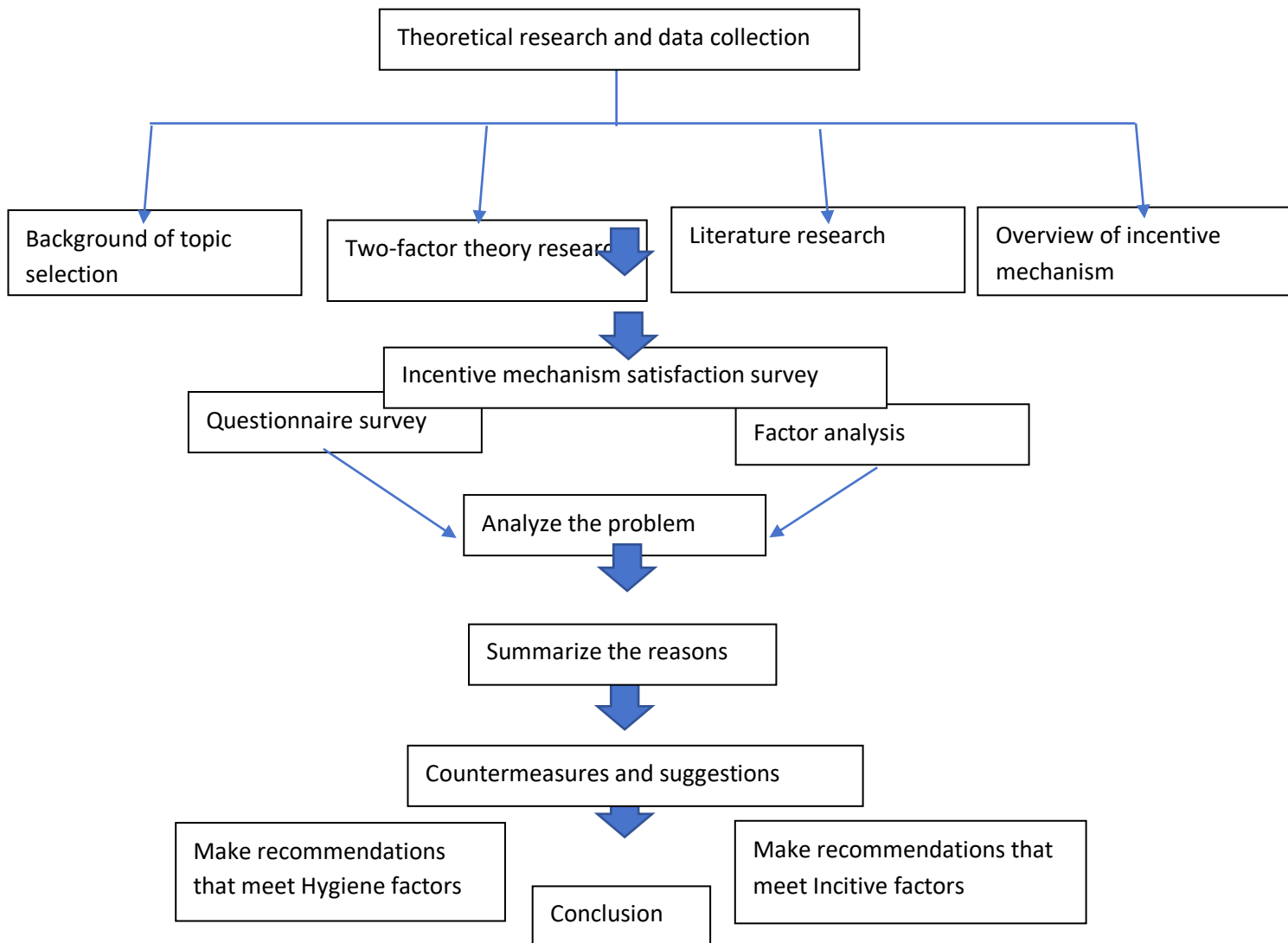


Figure 1.3 - Technology roadmap

Source: [4] and own research

Research significance. First, the research on the incentive mechanism of university administrators involves many disciplines such as management, sociology, psychology and pedagogy, and has become an important research field of public management. Strengthening the research on the incentive theory, mechanism and influencing factors of administrative personnel has important theoretical guiding significance for innovating the management concept, perfecting the management system, and promoting the quality and

efficiency of higher education reform.

Second, motivation theory originated in the West, and after continuous accumulation and development, its application has been paid more and more attention in China. Previously, the two-factor theory has been widely used in the incentive of civil servants, employees of public institutions and employees of enterprises, but there are few cases of combining the two-factor theory with the incentive mechanism of university administrators. This study is conducive to enriching and completing the extension of the incentive theory.

Incentives can be divided into several main types:

Material incentive: including salary, bonus, welfare, promotion, etc., these are usually the most direct incentive methods of the organization. Material incentives are especially effective in meeting the basic physiological and safety needs of employees.

Non-material incentives: including career development opportunities, training promotion, job recognition, leadership appreciation, etc. Non-material incentives often have a lasting impact on the emotional and social needs of employees.

Self-motivation: Cultivate the internal motivation of employees, so that their enthusiasm and interest in work form a self-driven state. This can be done by providing challenging tasks, giving more autonomy, and creating space.

CHAPTER 2

MANAGEMENT OF HUMAN RESOURCE INTEGRATION PROCESSES IN ENTERPRISES

2.1. Features of HR Integration in Modern Enterprises

About NS University. NS University, with the mission of "leading Party building, cultivating people by virtue, integrating school and enterprise, and cooperatively educating people", is committed to cultivating high-quality applied talents with firm ideals and beliefs, excellent moral quality, solid theoretical knowledge and excellent practical ability. It is a research-oriented university with the advantages and characteristics of economics and management, and the coordinated development of economics, management, law, literature, medicine, science and other disciplines. There are 26 party and government organs, 29 teaching units, 8 scientific research units, 4 teaching and auxiliary units, and 3 affiliated (direct) units.

NS University continuously promotes the reform and innovation of ideological and political work, deepens the education of ideals and beliefs, and builds a strong ideological defense line; We will vigorously carry forward China's fine traditional culture, revolutionary culture and advanced socialist culture, and actively practice core socialist values. We will strengthen the construction of teachers' ethics, and improve teachers' ideological and political quality and professional ethics. The stories of the school's party building leading the people's livelihood and party building educating people have been

reported by China Youth Daily, China Education Daily, Shandong Provincial Education Department website "Front Network broadcast", People's Daily, Xinhuanet, Learning Power, Phoenix network, public network, Lightning News and other network media.

NS University has always adhered to the guidance of party building, fully implemented the Party's educational policy, adhered to the socialist direction of running a school, implemented the fundamental task of cultivating morality and cultivating people, and trained socialist builders and successors with all-round development of morality, intelligence, physical fitness, the United States and labor.

Administrative staff structure of NS University. NS University continues to improve the talent work system of "combining education and application, fully covering the elderly, middle-aged and young people, and all-round development of talents in all positions". As of September 2024, there are 1,825 faculty members, including 921 full-time teachers, 456 administrative staff, 128 scientific researchers, and 119 teaching and auxiliary staff. There are 201 workers and staff members, and administrative staff account for about 25% of the total faculty and staff of the school, as shown in Figure 2.1.

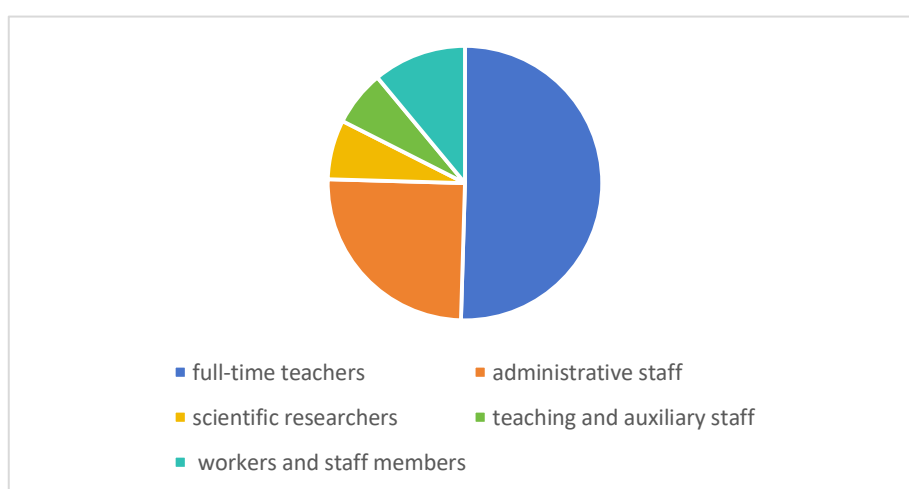


Figure 2.1 - Identity composition of the administrators in NS University

Source: own research

In terms of gender composition, 244 of the 456 administrative staff were female, accounting for 54%; There are 212 men, accounting for 46%, as shown in the figure below. Contrary to the traditional stereotype that there are more women in university administrative staff, the ratio of men and women in the administrative staff of NS University is relatively balanced.

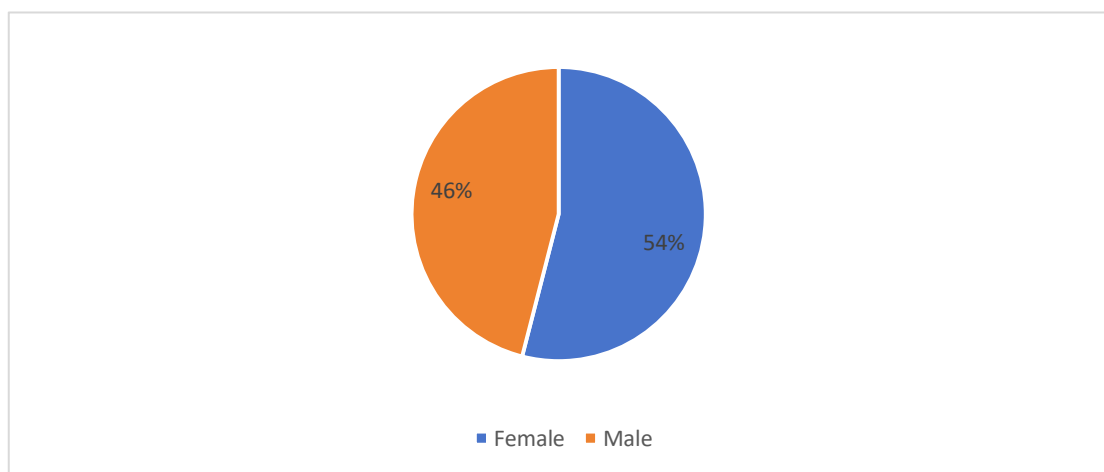


Figure 2.2 - Gender composition of the administrators in NS University

Source: own research

From the level of professional titles, among the 456 administrative personnel, there are 3 senior, 12 deputy senior, 54 intermediate, 13 junior, and 374 undetermined ranks. Only 18% of the administrative staff had, and the number of people who had not been assessed was as high as 82%, as shown in the chart below. Through the investigation, it is learned that in years, only on-the-job professional, that is, counselors engaged in party affairs are qualified, and other administrative personnel do not meet the applicable conditions of the "NS University Title Evaluation Management Measures (Trial)".

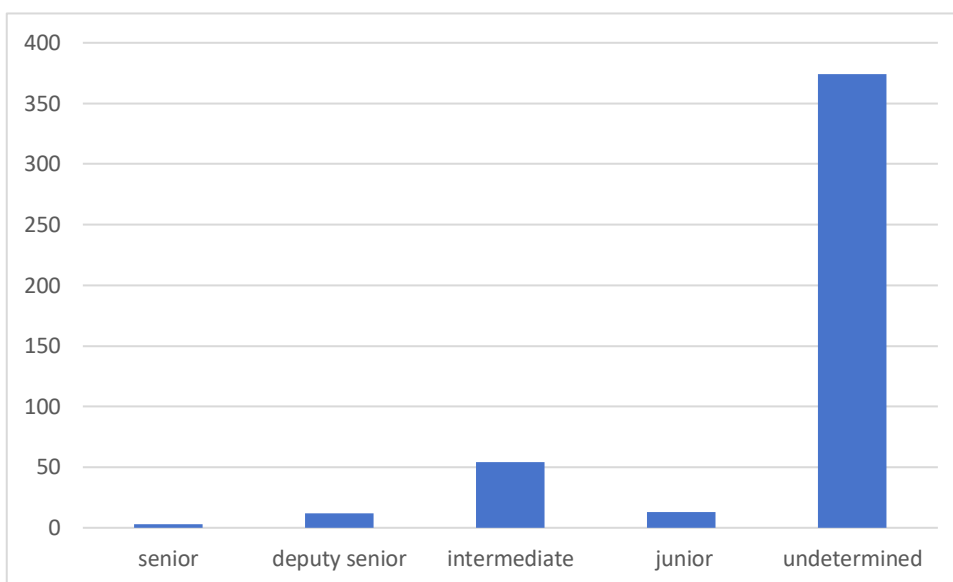


Figure 2.3 - Title level composition of the administrators in NS University

Source: own research

Overview of NS University administrative staff assessment and incentive system. Through the investigation and interview, it is found that NS University mainly adopts the means of assessment and incentive at present, and will revise the latest work plan in September 2024. Through combing, the evaluation and reward system of NS University staff is summarized as follows:

(1) Scope of assessment: The assessment content includes five aspects: morality, ability, diligence, performance and integrity, focusing on the assessment of work performance, especially in education and teaching management services in 2024

(2) Assessment grade: excellent, qualified, basically qualified and unqualified, among which the personnel identified as excellent grade shall not exceed 20% of the total number of personnel who should participate in the assessment of the unit.

(3) Assessment procedures: The assessment of department-level cadres in the school is organized and implemented in accordance with the relevant documents issued

by the school Party Committee; Other faculty and staff shall organize assessment by the college (teaching department, center), office and office as the unit; The annual assessment is carried out on the basis of the staff's personal summary; The assessment team shall write the comments according to the usual assessment situation and personal summary of the assessed person, and determine the assessment order; Inform the assessed person of the assessment result in writing; The school assessment work leading group will reward the staff who are identified as excellent grade, and select the staff who will be rewarded for their achievements. The number of staff who will be rewarded for their achievements will not exceed 2% of the staff who should participate in the assessment.

2.2. Comparative Analysis of HR Integration Practices in Different Companies

Survey design and data source. This paper investigates the satisfaction of incentive mechanism of administrative staff in NS University through questionnaire survey and case analysis.

1. Design idea of questionnaire survey: Based on the connotation of Herzberg's two-factor theory, the questionnaire made reference to the research results of some incentive theories and the questionnaire materials in some similar studies. According to the characteristics of NS University administrators and the actual situation of the current incentive mechanism, the questionnaire form was set up to combine subjective and objective questions, matrix scale questions, multiple choice questions and question answering questions.

2. Structure and content of the questionnaire: The questionnaire consists of five

parts, as shown in Table 2.1.

Table 2.1 - The structure and content of the questionnaire

Category	Main Content of Survey	Question Type	Number of Questions
Part One	Collection of Basic Personal Information	Multiple choice Questions	7
Part Two	Satisfaction Survey Based on Hygiene Factors and Motivators	Matrix Scale Questions	18
Part Three	Survey on Current Job Identification and Sense of Achievement	Matrix Scale Questions	5
Part Four	Survey on Work Motivation and Expectations	Multiple choice Questions	5
Part Five	Survey on How to Improve the Incentive Mechanism	Subjective Short answer Questions	1

Source: [19]

The first part is to collect the personal information of the respondents, involving gender, age, education level, marital status, administrative level, unit attributes and employment forms, a total of 7 questions.

The second part is the satisfaction survey based on health factors and motivating factors, which is also the core part of the questionnaire. The indicators that affect the incentive satisfaction of university administrators are decomposed into 6 first-level indicators and 18 second-level indicators. Among them, the satisfaction of health factors is mainly divided into salary and welfare, working environment and interpersonal relationship. The satisfaction of motivating factors can be divided into job itself, performance appraisal and vocational training. The survey was conducted on a five-level Likert scale, with scores from 1 to 5 corresponding to "dissatisfied", "relatively dissatisfied", "general", "relatively satisfied" and "satisfied". The higher the score, the

higher the satisfaction of the respondents on the measured content.

The third part is a survey of the recognition degree of the current job accomplishment of the administrative staff of NS University, including the impact of salary and benefits on career choice, the impact of performance assessment on work enthusiasm, the sense of belonging to the unit, the frequent praise and encouragement, and the formulation and introduction of the rules and regulations of the unit affected by work. The survey was conducted on a five-level Likert scale, with scores from 1 to 5 corresponding to "disagree", "more disagree", "unclear", "more agree" and "agree". The higher the score, the higher the investigator's recognition of the measured content.

The fourth part is about the investigation and analysis of work motivation and expectations, including the reasons for choosing to work in universities, the reasons for quitting, the factors affecting the enthusiasm of work, the most expected incentive methods, and the expected training content, a total of 5 topics.

The fifth part is the subjective question, collecting the respondents' suggestions on improving the incentive mechanism, a total of 1 questions.

(3) Research objects of the questionnaire: administrative staff of NS University.

(4) Sampling scope of questionnaire survey: This questionnaire survey was distributed among 456 administrative employees of NS University, covering all departments and units in the university, and involving administrative employees of various status levels such as age, position, educational level, employment form and marital status.

The survey will be conducted on September 12, 2024 and will be completed on September 16, 2024. A total of 212 questionnaires were collected, and 196 valid questionnaires were finally used for data analysis, with an effective rate of 92.45%.

Descriptive analysis of survey samples:

The respondents were 34.18% male and 65.82% female, with a male to female ratio of about 1:2.

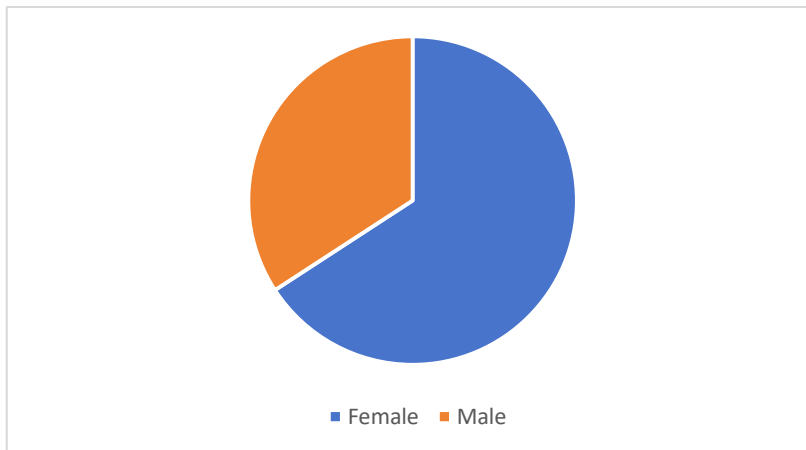


Figure 2.4 - Gender composition of respondents

Source: own research

Respondents basically cover all age distributions, among which 31-40 years old is the most, accounting for 61.73%; The next is 41-50 years old, accounting for 21.94%; 15.82% were under 30 years old; Over 51 years old accounted for 0.51%.

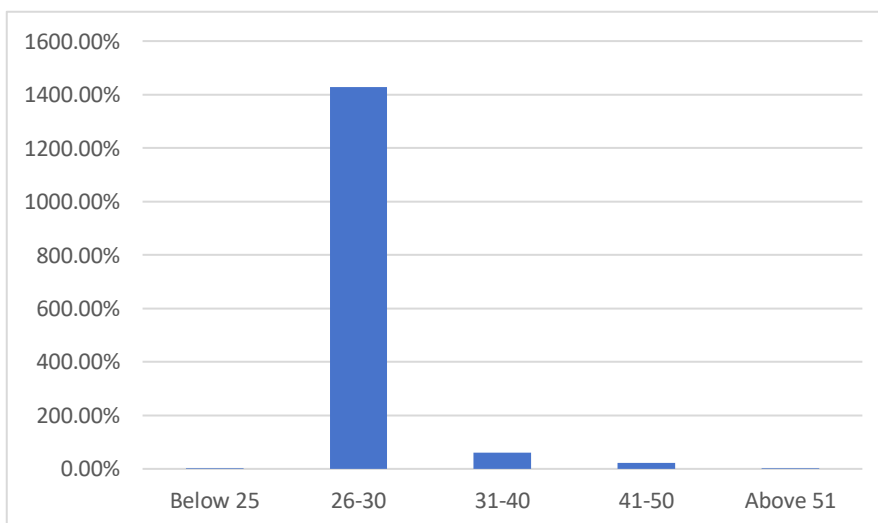


Figure 2.5 - Age composition of respondents

Source: own research

The respondents were highly educated, with the largest number of postgraduate students, accounting for 57.14%; Followed by undergraduate students, accounting for 39.29%; The proportion of doctoral students is 2.55%, and the proportion of undergraduate students is 1.02%.

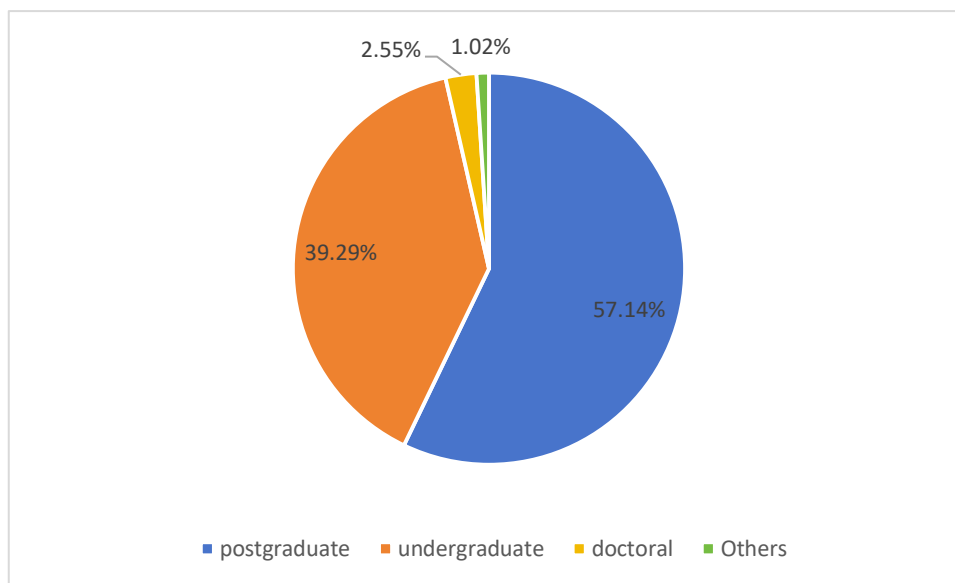


Figure 2.6 - Education composition of respondents

Source: own research

The majority of respondents were married, accounting for 76.53%; The proportion of unmarried people is 23.47%, and the number of married people is about three times that of unmarried people.

Primary Indicator	Secondary Indicator		CITC	Cronbach α
Compensation and Benefits	1	Compensation Level	0.773	0.91
	2	Wage Structure	0.835	
	3	Welfare Status	0.746	
	4	Equality of Benefits	0.819	

Working Environment Interpersonal Relationships	5	Campus Environment	0.719	0.83
	6	Working Conditions	0.719	
	7	Interpersonal Relationships among Colleagues	0.717	
	8	Interpersonal Relationships between Superiors and Subordinates	0.717	
	9	Professional Status	0.68	
	10	Demonstration of Personal Talents	0.796	
	11	Sense of Work Achievement	0.741	
Job Itself	12	Challenge of Work	0.655	0.831
Performance Appraisal	13	Performance Appraisal System	0.834	0.865
	14	Accuracy of Performance Appraisal	0.805	
	15	Implementation of Performance Appraisal Rewards and Punishments	0.796	
Learning and Training	16	Training System	0.938	0.905
	17	Fairness of Training	0.917	
	18	Degree to Which Training Meets Work Requirements	0.913	

Source: [33]

Table 2.4 - Satisfaction survey results statistics based on hygiene factors and motivation factors

Question\Option	Dissatisfied	Somewhat Dissatisfied	Average	Somewhat Satisfied	Satisfied	Average Score
1. Salary Level	22 (11.22%)	27 (13.78%)	83 (42.35%)	47 (23.98%)	17 (8.67%)	3.05
2. Wage Structure	16 (8.16%)	21 (10.71%)	88 (44.9%)	55 (28.06%)	16 (8.16%)	3.17
3. Welfare Status	15 (7.65%)	30 (15.31%)	85 (43.37%)	49 (25%)	17 (8.67%)	3.12
4. Equality of Compensation and Welfare	22 (11.22%)	28 (14.29%)	82 (41.84%)	46 (23.47%)	18 (9.18%)	3.05
5. Campus Environment	2 (1.02%)	1 (0.51%)	11 (5.61%)	94 (47.96%)	88 (44.9%)	4.35

6. Working Conditions	1 (0.51%)	6 (3.06%)	33 (16.84%)	88 (44.9%)	68 (34.69%)	4.1
7. Interpersonal Relationships among Colleagues	2 (1.02%)	5 (2.55%)	31 (15.82%)	92 (46.94%)	66 (33.67%)	4.1
8. Relationships between Superiors and Subordinates	5 (2.55%)	6 (3.06%)	32 (16.33%)	82 (41.84%)	71 (36.22%)	4.06
9. Professional Status	10 (5.1%)	10 (5.1%)	55 (28.06%)	71 (36.22%)	50 (25.51%)	3.72
10. Demonstration of Personal Talents	4 (2.04%)	10 (5.1%)	71 (36.22%)	71 (36.22%)	40 (20.41%)	3.68
11. Work Challenge	4 (2.04%)	2 (1.02%)	70 (35.71%)	79 (40.31%)	41 (20.92%)	3.77
12. Performance Appraisal System	16 (8.16%)	33 (16.84%)	75 (38.27%)	54 (27.55%)	18 (9.18%)	3.13
13. Accuracy of Performance Appraisal Results	16 (8.16%)	28 (14.29%)	81 (41.33%)	54 (27.55%)	17 (8.67%)	3.14
14. Implementation of Performance Appraisal Results	19 (9.69%)	26 (13.27%)	72 (36.73%)	55 (28.06%)	24 (12.24%)	3.2
15. Training System	20(10.2%)	8(4.08%)	70(35.71%)	71(36.22%)	27(13.78%)	3.39
16. Fairness of Training	20(10.2%)	14(7.14%)	82(41.84%)	54(27.55%)	26(13.27%)	3.27
17. Degree to which training meets the needs of work	212 (6.36%)	273 (8.19%)	1112	1115	620	3.5
subtotal			33.37%	33.46%	18.61%	

Source: own research

"You have a sense of identity and belonging to your organization" is shown in the following table, with an average score of 3.91, 73.98% of respondents agree that they have a sense of identity and belonging to their organization

Statistics of the survey results around work motivation and expectation. This part of the survey has a total of 5 questions, all of which are multiple choice, with a maximum

of 3 choices, to observe the motivation and feelings of the respondents at work.

"Why do you choose to work at a university?" This question can observe the motivation of the respondents in choosing a career, with a total of 8 choices. Among the 196 valid applicants, the top three are: "working environment and atmosphere" for 140, "occupational characteristics" for 83, and "social status" for 69, as shown in the figure below.

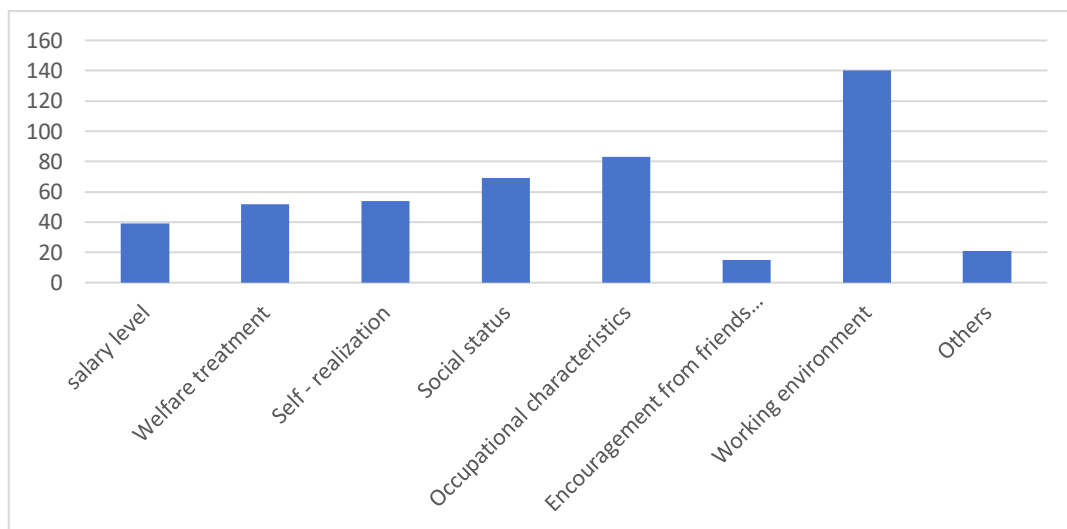


Figure 2.11 - The reasons why respondents choose to work in universities

Source: own research

"If you choose to resign, because?" This question can observe the motivation of the interviewees to leave, with a total of 10 options. Among the 196 valid people, the top three options are: "salary" 129 people, "promotion opportunity" 88 people, "self-pursuit" 62 people, as shown in the following figure.

"What kind of training do you expect your department to add?" This question can observe the respondents' expectations on the training content, with a total of 8 options. Among the 196 valid people, the top three options are: "Training of business knowledge

and skills" for 123 people, "training of management ability improvement" for 100 people, and "training of professional qualification certificate" for 84 people, as shown in the figure below.

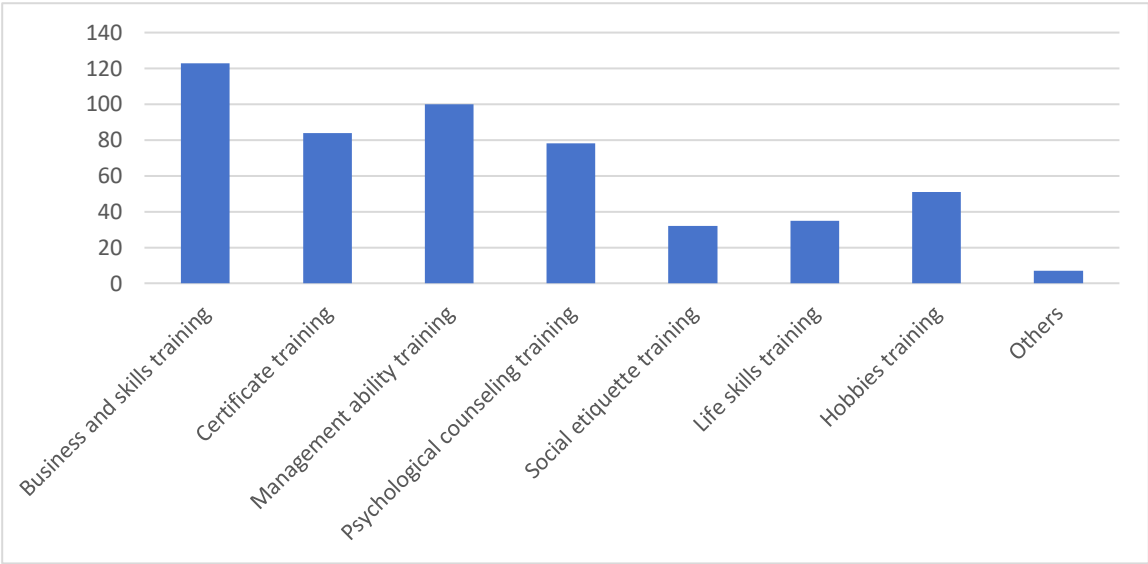


Figure 2.15 - The most desired training content of respondents

Source: own research

(1) Survey results on how to improve the incentive mechanism Statistics About "how to improve the incentive mechanism survey" in the form of non-mandatory subjective questions, a total of 60 pieces of information collected, 50 pieces of effective information. The number of visitors in descending order are: 20 people want to achieve more work, equal pay, reward and punishment, 12 people want to get promotion or title evaluation, 10 people want to improve salary treatment, 9 people want to enhance the fairness and transparency of the incentive mechanism, 4 people want to further strengthen the matching between people and posts and make the work distribution more reasonable. 4 people want to enhance the scientific incentive mechanism, 3 people want to improve

cultural construction to achieve spiritual incentive. Some respondents also asked for the inclusion of teacher-student ratings in the incentive assessment of administrative staff, the promotion of administrative staff, and the provision of more benefits for relatives, such as affiliated kindergartens and primary schools.

CHAPTER 3

ASSESSING THE EFFECTIVENESS OF HUMAN RESOURCE INTEGRATION MANAGEMENT

3.1 Research Methodology and Data Collection

Through the analysis of the survey results, it is found that there are the following problems in the incentive mechanism of the administrative staff of NS University:

There are shortcomings in remuneration package. Through the aforementioned satisfaction scale survey, it can be seen that the respondents' satisfaction evaluation on salary and welfare is low, and the average score is only 3.1. Through comparative observation, it is not difficult to find that salary and welfare is a first-level index with the lowest satisfaction ranking in the scale, and its subdivided second-level indicators include salary level, salary structure, welfare status and salary and welfare equality. There are problems of low satisfaction evaluation in these four aspects, especially in salary level and salary and welfare equality, the satisfaction rate is only 3.05. It's the lowest two of the 17 secondary indicators on the scale. Through further sorting out the questionnaire data, it is found that the number of respondents who choose "salary" ranks the highest when thinking about the reasons for leaving the university; When considering the factors that affect the positivity of work, the number of people who choose "low salary" ranks the highest; It further reflects that the administrative staff of NS University are not satisfied with the salary. On the one hand, on the one hand, the salary of NS University administrative staff is different from that of scientific research personnel and professional and technical

personnel, and the gap is widening step by step. On the other hand, there are still different degrees of gap between NS University administrators and civil servants and managers of most public institutions outside the school. At the same time, the salary level of the administrative staff of NS University has not been synchronized with the local economic development and price level, which leads to the increase of the survival cost of administrative staff, low quality of life, and life pressure. Therefore, this survey truly reflects the shortcomings of the administrative staff of NS University in terms of remuneration, and remuneration and welfare have become prominent problems in the incentive mechanism of the administrative staff of NS University.

Ineffective implementation of the performance appraisal system. Performance appraisal system is the process of qualitative and quantitative evaluation of workers by employers. Its purpose is scientific management, clear responsibility, so as to form a reasonable incentive and restraint mechanism and improve management level. Performance appraisal is mainly used for salary adjustment, promotion, welfare payment, year-end reward and dismissal. Whether the performance appraisal system is scientific, whether the appraisal process is fair, just and open, and whether the appraisal results are accurate and transparent are the key aspects that employees pay attention to. Through the aforementioned satisfaction scale survey, it can be seen that the respondents' satisfaction evaluation of performance appraisal is low, and the average score is only 3.16. Through comparison observation, it is not difficult to find that performance appraisal is a first-level index with the lowest satisfaction ranking in the scale, and its subdivided second-level indexes include performance appraisal system, accuracy of performance appraisal system, and implementation of rewards and punishments in performance appraisal. The

satisfaction rate is 3.13, 3.14, and 3.2, respectively. There are problems of low satisfaction evaluation in these three aspects. Through further sorting out the questionnaire data, it is found that 85.2% of the respondents agree that "performance appraisal will affect your work enthusiasm"; When the respondents think about the factors that affect the motivation of work, the number of people who choose "difficult promotion" and "less welfare" ranks second and third; When the interviewees think about the reasons for leaving universities, the number of interviewees who choose "promotion opportunity" is second only to "salary"; This also shows from the side that the administrative staff of NS University are not satisfied with the promotion and welfare, and also directly points to the serious problems in the implementation of the performance appraisal results of the administrative staff of NS University.

Administrative staff's work enthusiasm is frustrated. Through the analysis of the results of the scale survey, it can be seen that the average satisfaction rate of the administrative staff of NS University on the current incentive mechanism of the school is 3.5, which is in the general level. Through further analysis of the questionnaire data, it can be found that the respondents from NS university have a high education distribution, with a bachelor degree or above accounting for 98.98%; 73.98% of the respondents clearly indicated that they had a sense of identity and belonging to the school; The reasons for respondents to choose to work in colleges and universities are mainly concentrated in three aspects: working environment and atmosphere, occupational characteristics and social status, indicating that respondents have a high degree of professional identity for themselves, and have a strong emotional affiliation to the school and the unit. However, nearly 60% of the respondents did not know that disagreeing with their work could actually

affect the work system and measures adopted by their units; In the "you are often praised and rewarded" survey, more than 40% of the respondents said they did not clearly disagree; Even when considering the reasons for leaving, "self-pursuit" and "work pressure" ranked third and fourth. It can be seen that even though the administrative staff of NS University have a strong sense of professional identity, they fail to obtain the recognition, motivation, self-realization, sense of job gain and satisfaction that match their professional status in actual work. Some interviewees even choose to quit their jobs due to factors such as self-pursuit and work pressure. All these have exposed the real problem that the administrative staff of NS University have been frustrated in their work enthusiasm.

Administrative personnel face career development difficulties. The career development space of administrative staff in NS University is becoming more and more narrow. In the past five years, the promotion of ordinary management posts was only carried out once in 2023, and a total of 6 management posts were promoted and hired, including 6 management posts of level 6, 13 management posts of level 7, 96 management posts of level 8, and 1 management post of level 9. According to the interview, the ceiling effect of the promotion of administrative staff at NS University is also very obvious. Since 2022, no non-professional technical staff has been promoted to the department level. In other words, administrative staff can only be promoted to the section level based on the status of ordinary management posts, and they can only be promoted to the deputy department level if they meet further requirements. In recent years, with the transition of new and old personnel, the administrative management team of NS University shows a trend of younger people and higher education. Nearly 80% of the interviewees are married,

more than 60% of the interviewees are in the career promotion period between 31 and 40 years old, and 71.43% of the interviewees are at or below the administrative level of section staff. They inevitably have a new level of demand for personal value realization, career development space, life security and other aspects. However, from a practical point of view, these highly educated and high-quality grass-roots administrative personnel have no way to participate in education, teaching and scientific research, nor are they qualified to participate in the evaluation of professional titles. Instead, they have to constantly engage in burdiness, boring, passive obedience, and strong mobility of administrative work, and they cannot obtain matching salary and career development space. In addition, there are 42.86% of the respondents dispatched workers, they are often engaged in the same work with the on-the-job administrative staff, but it is difficult to really achieve the "equal pay" treatment with the latter, their career development space is extremely slim.

3.2. Analysis of HR Integration Impact on Organizational Performance

The overall salary level of administrative staff in NS university is relatively low. On the one hand, as the allocation of educational funds in colleges and universities increasingly inclines to scientific research and teaching work, the long-term gap between administrative staff in colleges and universities, scientific research personnel and full-time teachers has gradually increased, resulting in administrative staff belonging to the "economically disadvantaged group" among the teaching staff in colleges and universities. On the other hand, due to the implementation of the income distribution system of the total amount of performance pay, the evaluation standards of "performance pay" among

different universities are not consistent, and the salary level of administrative staff in NS University is generally low and uncompetitive compared with units in other fields. In addition, the performance salary of the administrative staff of NS University has always been disconnected from the performance appraisal system, only the basic salary, the lack of scientific performance salary and bonus subsidies, which is one of the reasons for the lack of competitiveness of the overall salary level.

(2) The dynamic adjustment mechanism of salary is not sound.

One of the key causes of the outstanding problems in the current salary system of NS university is the imperfect dynamic adjustment mechanism of salary and the lack of reasonable planning for salary increase. The salary structure of university administrative staff is relatively fixed, consisting of basic salary, performance salary, subsidies, and other wages. If there is not a relatively perfect dynamic adjustment mechanism for salary, it will fundamentally frustrate the enthusiasm of administrative staff and make it produce a negative mentality of "the same this year and next year, ten years later". Improving the dynamic adjustment of salary mechanism can not only provide continuous economic guarantee for improving the quality of life of administrative staff, but also stimulate them in their work.

Normal welfare benefits are difficult to guarantee In recent years, with the stricter requirements of the eight provisions of the central Government, the non-compliant subsidies, allowances and various benefits of public institutions around the country have gradually disappeared. However, NS University has more or less tightened the phenomenon of staff allowances and benefits, and even adopted a "one-size-fits-all" approach in order not to cause trouble, and the legitimate festival benefits and staff

allowances have been stopped, which has dampened the enthusiasm of university administrators to a certain extent. As educators and contributors to school development, administrative staff are more eager to get the humanized care of the school. As an important part of the salary system, most employees care not about the benefits, allowances and subsidies themselves, but the sense of belonging attached to the benefits, which is the care and attention given by the school in the aspects of caring for employees, encouraging morale and motivating officers to start businesses.

There are weak links in performance appraisal system.(1)At present, the performance appraisal system is the management method adopted by most colleges and universities for administrative personnel, but the administrative management is often difficult to quantify, and performance appraisal is often a formality, which is the key point that performance appraisal is criticized by administrators of NS University. The current performance appraisal system of NS University is carried out from five main aspects: morality, ability, diligence, performance and integrity, but these five aspects are difficult to quantify and assess. "Virtue" refers to ideological and moral character, needless to say, this is a very abstract concept, although NS University has always adhered to the "virtue and ability, morality first" employment standards, but in practice it is difficult to directly assess. "Ability" refers to work ability, "diligence" refers to work attitude, and "performance" refers to work performance. These three parts are reflected in all aspects of daily work. Although they can be evaluated, they are extremely difficult to quantify and grade according to the actual situation of administrative work. "Integrity" refers to honesty, is the bottom line is also the red line, this indicator is the basic code of every college education workers, the existence of high-voltage lines basically no one dares to

touch. Therefore, it is difficult to implement the five indicators in the performance assessment of NS University, the assessment indicators lack rationality, and the assessment process and results are inevitably divorced from reality.

(2) Assessment methods and processes lag In performance assessment, only by developing a set of scientific, reasonable and standardized assessment processes can we ensure the smooth completion of the assessment. There is still a serious lag in the formulation and implementation of the performance appraisal process in NS University. First of all, in actual work, performance appraisal is usually arranged at the end of the year, in the annual closing stage of various work, each time assessment, administrative personnel are often difficult to have sufficient time to prepare, in the objective situation of tight time and heavy tasks, we often can only cope with. At the same time, in the face of a large number of administrative employees, the examination team at all levels is difficult to evaluate their workload, work intensity and work performance in detail, and can not accurately, objectively, fairly and fairly make a reasonable evaluation of each administrative staff. Secondly, the assessment of administrative staff in NS University is mainly based on their personal work report, and then scored by leaders and colleagues respectively to obtain the assessment results. This assessment method is not scientific, the assessment process is rigid and backward, and the assessment process is also lack of effective supervision, which will virtually dampen the enthusiasm of some employees.

(3) Insufficient use of performance appraisal results Assessment is the means, the application of assessment results is the purpose. Through the above survey, it is not difficult to find that the accuracy of performance appraisal and the application of appraisal results in NS University are issues that administrative staff have low satisfaction but pay

high attention to. Through visiting, the author learned that some administrators of NS University believe that the disconnect between evaluation results and reward and punishment measures is the weakest link in the school performance appraisal system. Performance appraisal is just a "prescribed action" to complete the task every year in order to complete the task, which has no real impact on the salary changes of employees, and it is more difficult to realize the link with the reward and punishment mechanism and job promotion. It does not fundamentally exert the role of performance appraisal, and also limits the employees who want to do something, can do something, and can do something to fully reflect their own value. You lose the opportunity to motivate your employees.

The existing incentive means are difficult to play a role.

(1) Fewer opportunities for promotion and poor channels Promotion is an incentive way for university administrators to be recognized. However, in the traditional personnel management of colleges and universities, if administrators want to achieve job promotion smoothly, they should not only meet the corresponding promotion requirements of their comprehensive quality, but also be limited by the number of promotion places and leadership positions, and face a lot of internal and external competition. In reality, affected by practical reasons such as fewer opportunities for promotion and greater difficulty in promotion, the promotion of administrative posts in colleges and universities still follows the traditional personnel management method of "ranking by rank" to a certain extent, which often gives administrators an illusion: Always think that there is no promotion now because they are still young, qualifications are not enough, such as superiors work transfer or retirement age will naturally turn to their own promotion. This will inevitably cause the loss of some key employees, which is not conducive to mobilizing and stimulating the

enthusiasm of administrative employees.

(2) The form of learning training is greater than the content of the organization of administrative staff to study training, not only to improve their theoretical level, moral cultivation and professional ability, but also as an incentive means to encourage administrative staff to be proactive. However, in the understanding of most administrative staff, although training has the meaning of recharge, it can also become an opportunity to reduce pressure and relax, which is obviously a wrong view of training. If the training course is not innovative and interesting, it will not make the students enthusiastic, and it will not achieve the original intention of learning training. At the same time, if the learning and training lack of feedback, lack of reward and punishment measures, it will also lead to their participation in the training only to complete the task, so that the training is superficial. Therefore, the current learning and training is difficult to achieve incentive effect, but more is going through the motions, heavy form, the actual role of the work is not big.

(3) Single incentive means and limited incentive effect. The incentive mechanism of Chinese colleges and universities to administrative personnel mainly includes spiritual incentive, material incentive and achievement incentive. The spiritual motivation is mainly reflected in the encouragement means such as praise and appreciation, such as the selection of honorary titles such as post master, labor model and advanced individual; The material incentive is embodied in the annual evaluation and reward system, post allowance system and welfare treatment system. Achievement motivation is mainly reflected in the promotion of titles and positions. However, in the reform and development of colleges and universities, in fact, spiritual incentives have always dominated, and administrative staff

have few opportunities to get achievement incentives. The idea of "eating a big pot of rice" is widespread, and the school is unwilling to allocate the input on material incentives to administrative staff groups, which leads to a very limited incentive effect on administrative staff.

Insufficient attention and training of administrative personnel.

(1) Unclear rights and responsibilities of administrative personnel In the traditional personnel system of colleges and universities, administrative management is easily characterized as an auxiliary support position engaged in security and service, and the establishment of posts, responsibilities, and evaluation are not realized, resulting in the lack of clarity in the rights and responsibilities of some administrative posts, and the unreasonable allocation of personnel and posts. In a unit or department, it is not uncommon for new people to have multiple jobs and for old people to be leisurely; In the school, there will also be buck-passing between departments and departments, and the situation will even lead to the phenomenon of "who is in charge, who is not cared" and "who is doing, who is not doing". Administrative staff's position rights and responsibilities are not clear, resulting in problems no one is willing to take responsibility, resulting in management of the "vacuum zone", especially for the career development of administrative staff.

(2) Lack of policy support for executive incentives. In recent years, as more and more "double first-class" construction universities focus their reform on discipline construction and scientific research, universities have issued a series of incentive policies and reward systems to support discipline construction and encourage scientific research, but there is a serious lack of incentive for administrative personnel, neither policy support, nor regulations and implementation rules. Due to the neglect of the importance of

administrative work in schools, negative emotions of administrative staff will inevitably become a common phenomenon, causing administrative staff to form the wrong concept of "more and less work, good and bad work are the same", further leading to the decline of administrative service level and weak service consciousness of staff, let alone the use of incentive mechanism and play an incentive role.

(3) Lack of self-identification training of administrative personnel. The work of administrative personnel in colleges and universities is characterized by large volume of business, wide range of services, strong mobility, complex process, boring and boring, etc. Some administrative personnel's long-term work status is manifested as passive obedience and mechanical execution, and they hold the wrong ideas of "doing more mistakes" and "not doing anything will not be wrong". Lack of responsibility, service awareness and work innovation. The main reason lies in the lack of self-identification training for administrative personnel in colleges and universities. Long-term lack of self-identity, lack of a sense of mission and pride as educators, no clear work goals and career development direction, will inevitably cause university administrators to breed "waiting for the rabbit" and "break the pot" wrong ideas, over time will easily breed a sense of occupational fatigue.

3.3 Recommendations for Improving HR Integration Processes

Satisfaction of health factors: effective reduction of administrative dissatisfaction. Improve the salary of administrative staff.

(1) Improve the wage distribution system Salary is one of the most important

indicators to measure the value of work. As can be clearly seen from the survey data above, respondents have the lowest satisfaction with salary and benefits and the highest recognition of incentives; When thinking about the most desired incentive method, the number of people who choose "salary increase" ranks the highest, accounting for 91.33% of the respondents. 85.2% of the respondents agreed that "salary and benefits will directly affect your career choice." Therefore, we should concentrate on improving the working benefits of administrative personnel, establish a salary distribution system based on job employment, quality as the core, responsibility and work performance as the basis, performance appraisal as the means, security and incentive, improve the overall salary level of administrative personnel, and fundamentally improve the enthusiasm for work.

(2) Reasonable planning of the dynamic adjustment mechanism of salary on the basis of improving the overall salary level of administrative personnel, further realize the reasonable planning of dynamic adjustment of salary, and expand the salary growth space of administrative personnel. The principle of "stock optimization and incremental adjustment" should be taken as the goal to ensure that the salary of administrative staff is consistent with the level of local economic and social development, and the reasonable connection between the dynamic adjustment mechanism of salary and the current distribution system should be steadily realized. At the same time, the financial resources of the school should be fully measured to ensure the sustainable development of various undertakings of the school. The planning of the dynamic salary adjustment mechanism should not only take into account fairness, so that all administrative staff can enjoy the opportunity of collective salary adjustment on a regular basis, but also encourage advanced staff to carry out individual salary adjustment for employees with significant performance

and special contributions, and effectively improve the salary treatment of administrative staff.

(3) Eliminating the "treatment gap" by flexible distribution. In recent years, the highly educated characteristics of the administrative team in colleges and universities and the diversified employment forms of administrative personnel have become more and more common phenomena. In order to ensure the efficient operation of administrative management and the healthy development of the administrative team, the prominent problem of "different pay for the same work" should be solved as an important starting point to improve the incentive mechanism. We should face up to the real situation of the dispatched employees and admit that there are gaps in salary, promotion qualification and career development between them and the on-duty employees. We can try to eliminate this "treatment gap" by means of flexible distribution. In addition, the National two offices issued a document every year, constantly clarifying that "to ensure the normal welfare benefits enjoyed by cadres and employees according to regulations", NS University should take the initiative to promote the return of normal staff benefits, so that they feel more warmth from the school, so as to improve the staff's sense of belonging to the school and happiness.

Strengthen the job security of administrative personnel.

(1) Encourage administrative personnel special post In order to strengthen the job security of administrative personnel, we should start from the position setting. As the name suggests, it means that professional personnel are responsible for specialized posts, which are different from one person and one post, reflecting the importance, technology, seniority and professionalism of the post. The special position is relatively stable, which

is conducive to the accumulation of professional experience and quality ability of employees. From the point of view of salary, the salary of special personnel is richer, such as skill level salary, seniority salary, post salary and so on. From the point of view of performance, the work standard weight of special personnel is more focused on output, quality, efficiency, operation standard degree and skill level. Encourage administrative personnel to be dedicated to the post, can clarify the responsibilities of administrative management posts, resolve the risk of buck-passing between departments and management "vacuum zone", and further reduce unnecessary post flow of administrative personnel.

(2) Promote the specialization and professionalization of administrative personnel

The work of administrative personnel in colleges and universities covers a wide range of tasks, and the rapid development of colleges and universities in the future puts forward higher requirements on the overall ability and quality of administrative personnel, and requires them to continuously strengthen the specialization and professionalization in their respective posts. Based on the characteristics of high quality and high education of administrative personnel, the school should encourage administrative personnel to study hard in their current posts, do a good job, constantly open up, and take the road of professional management personnel. It is necessary to use new scientific and technological means such as office automation system, face recognition system, course cloud platform, and carry out various kinds of training to promote administrative personnel to master big data analysis and application, so that they can enhance innovative ideas, assume more responsibilities, further strengthen the professional spirit of administrative personnel, and promote the professional professionalism of personal development of administrative

personnel.

(3) Improve the importance of administrative work and administrative personnel In the context of colleges and universities to personnel training, scientific research and social services as the main mission, administrative work is easy to be ignored, some people even misinterpret administrative work as "just run the errand", so that administrative personnel in the university staff status is low, not valued. The value of work should lie in its own irreplaceability. From a macro point of view, administrative work is the nerve center connecting various departments, playing the role of threading the needle and connecting the bridge, which can effectively promote the coordination and communication between various departments. From the micro point of view, administrative work is cumbersome but indispensable, which is precisely the manifestation of the value of administrative work. Without administrative departments and administrators, the work of other departments is easily paralyzed. The school should strive to reverse the wrong understanding of administrative work among teachers and students, and increase the importance of administrative work and administrative personnel.

Create a good working environment.

(1) Create a good campus environment and office environment Campus environment is an important part of school education, it plays a special role in school education activities, administrators are both contributors to a good campus environment, but also the beneficiaries. Colleges and universities should give full play to the special role of environment education, further optimize campus environment, enhance cultural content, highlight university spirit, reflect the characteristics of The Times, improve service ability through management, support the use of public space with information

platform, and create a strong environment education atmosphere. It is necessary to coordinate and promote the construction of campus environment, hardware facilities and culture, improve the utilization rate of resources by optimizing and tapping the potential, and expand the benefit of teachers and students. It is necessary to fully mobilize the masses, stimulate the enthusiasm and creativity of teachers, students and staff, and form a co-construction, sharing and co-management mechanism. Relevant functional departments should earnestly implement the proposal handling work, further strengthen guidance, pool wisdom, and strive to build a cultural campus with beautiful environment and profound heritage, and truly realize the education of cultural people and aesthetic people.

(2) Create a harmonious atmosphere of interpersonal relationship According to the two-factor theory, improving interpersonal relationship as a health factor can effectively reduce employee dissatisfaction. The interpersonal relationship in colleges and universities is characterized by immobilization, closure and static, which makes it more necessary to build a good interpersonal relationship so that every administrative staff can draw strength from the interpersonal relationship atmosphere, give full play to their advantages, make up for their weaknesses, and further realize information exchange, resource sharing, and win-win cooperation. Universities should strive to eliminate the artificial inequality and discrimination among employees, reduce the unfair competition caused by information asymmetry, and create equal interpersonal relations. By building more communication platforms and carriers, invite unit leaders to participate in it, so that the upper and lower levels can become one, and further dilute the boundaries between leaders and employees. Enhancing the trust and friendship between superiors and

subordinates, and promoting the administrative staff to deal with the relationship between superiors and subordinates with a positive and stable attitude are conducive to further stimulating the working style and working state of administrative staff.

(3) Create a high and warm spiritual home for employees. People live in the external world and the inner world at the same time. The external world is, to some extent, the projection of the inner world. In recent years, college administrators with high education and high quality show the characteristics of being generally young. In their spare time, they often pay attention to political economy, history and culture, literature and art, higher education, mental health, self-improvement and other knowledge fields. Colleges and universities should provide more opportunities for administrative staff to communicate, export their emotions, express their feelings and arouse resonance. They should strive to create a series of carriers and platforms to improve their thinking and cultural cultivation. By holding novel forms of thematic exchanges, book reading, interest classes, cultural salons and other activities, they should apply their feelings and implement them carefully to make the activities both high and warm. Make it become the spiritual home for the administrative staff to watch together, and then form spiritual and emotional incentives for the administrative staff.

Strengthen incentive factors: effectively improve administrative staff satisfaction. Implement scientific performance appraisal methods.

(1) Reform assessment index system Through visiting and consulting relevant information, it is found that the main demand of administrative personnel for performance appraisal reform is the improvement of the indicator system, so the core indicators of administrative posts at different levels should be classified and differentiated. For senior

administrative posts, the focus should be on organizational management ability and overall awareness, followed by communication and coordination, communication and exchange skills, professional knowledge, methods and skills required by the post, and finally familiar with the policies and regulations required by the post. For intermediate administrative posts, the core indicators should successively include the professional knowledge, methods and skills required by the post, the ability to coordinate and communicate, the ability to formulate planning plans and business procedures, and finally the knowledge of policies and regulations required by the post.

(2) Enhance the standardized management of the whole process of appraisal First, the performance appraisal cycle should be reasonably planned to avoid the problems of short time and large number of people in the previous performance appraisal, leaving enough time to evaluate the workload, work intensity and work performance of administrative staff. Secondly, improve the assessment basis, should not only rely on the personal report as the only reference, each unit and each department should be combined with the actual situation to develop the assessment rules of the unit, the assessment work leading group should be composed of the unit party, government leaders and faculty and staff representatives, should also consider the evaluation of students into the performance assessment of administrative staff. The assessment process should fully consider the worksheet and personal summary of the assessed person. First, score against the index system, and then form assessment opinions by the assessment team leader, and determine the examination grade, and strive to standardize the assessment process, scientific, sunny and transparent.

(3) Strengthening the application of assessment results rewards and punishments is

clearly a measure to improve the administrative staff's satisfaction with the implementation of performance appraisal. In order to stimulate the individual potential of employees to the maximum extent, positive incentive and negative incentive should be organically combined in the implementation process. Giving rewards unilaterally, ignoring the utility of punishment, leads to cheap rewards and diminishes the value of positive incentives. When punishing the administrative staff of colleges and universities, we should fully investigate and find out the context, advocate the negative incentive culture of "small mistakes should be reminded, big mistakes should be severely punished", and reflect the principle of strict management and love. If we ignore the effectiveness of rewards and only impose penalties, we will inevitably undermine morale and create egalitarianism. For the administrative personnel who are interested in the management position in colleges and universities, the good promotion space is more motivating than the salary and benefits. In the combination of rewards and punishments, the rewards of university administrators should also pay attention to strengthening supervision, must go through democratic recommendation, collective deliberation, careful inspection, and follow the strict principle, so as to reflect the seriousness of the rewards, increase the authority of the rewards, and create a clear guidance and a good working atmosphere for excellence.

Expand the career development space of administrative staff.

(1) Strengthening career guidance. The career development of university administrators cannot be separated from the support and encouragement of the university. The university should establish a career management leading group to provide scientific career planning guidance to administrators, especially young administrators, and help

them complete the career orientation, the setting of career development goals and the planning of realization paths. College administrators should conduct a comprehensive self-evaluation and positioning, understand the direction and development space of their profession, further evaluate development opportunities, formulate development goals in the long, medium and short stages, and finally form a guide to action. The career management team should take each short-term goal as a time node to evaluate and adjust the development of the executive in a timely manner. At the same time, young administrators with the same short-term goals can be grouped into a group to promote exchange and learning and create an atmosphere of mutual assistance. In the process of strengthening career guidance, it is not only necessary to make plans suitable for individual needs based on individual characteristics, but also to guide the personal development goals of administrative personnel to adapt to the overall development goals of the school and the unit.

(2) Guide administrative personnel to self-actualization. According to the two-factor theory, people will pursue higher levels of satisfaction such as self-worth, respect from others and social status by strengthening the added value of incentive factors on the premise that health factors are satisfied. Under the premise that it is difficult to solve the situation of "more monks and less meat" in post promotion quickly and effectively, colleges and universities should take various measures to alleviate the promotion pressure of administrative personnel, guide them to strengthen self-affirmation, realize personal value, open their minds and make full use of personal advantages and strengths. Administrative staff can be encouraged to actively participate in the work of guiding students and supporting scientific research. By helping students participate in business

competitions, innovation and entrepreneurship, social practice, volunteer service, etc., administrative staff can be provided with more opportunities to directly participate in talent training. At the same time, create more opportunities for them to participate in scientific research and provide assistance and support for scientific research projects, so as to achieve the purpose of "giving full play to talents and developing everyone", and help administrative staff to ease the promotion pressure and get rid of the dilemma of "promotion alone bridge".

(3) Try to implement the job rotation system. University administrators are the actual executors of management work, and are responsible for important tasks such as uploading and handing down, left-right communication, and internal and external contact. However, with the increase of employees' working time in the same post, their work enthusiasm will be weakened, and they are more likely to have negative thoughts of "seeing the end". In order to change this situation, it is necessary to implement the job rotation system. Some of the positions can be set aside, and the administrative staff with certain work experience will rotate among the positions of office secretary, academic secretary, research secretary, alumni secretary, admissions specialist, personnel specialist, etc. It can be tried within a secondary college or unit first, and then the rotation can be expanded to include units and departments within the university. This can not only improve the challenge of the work, but also enable the administrative staff to overcome the sense of burnout, reawaken the enthusiasm for work, but also promote the communication between departments and units, enhance mutual trust and understanding, and avoid the situation of "doing one line and complaining one line" to the greatest extent. In addition, we should also set up an incentive plan for young cadres. For some young

administrators with outstanding working ability and excellent performance, they can rotate in some important posts and set up supporting incentive policies.

Establish a high-quality and efficient learning and training system.

(1) Establish a correct view of training Learning training is an important part of the work return link, but also the inevitable requirement for the personal growth and development of university administrators, participants should take training as a valuable opportunity to improve their own ability. According to Herzberg, giving employees enough training makes them more willing to take responsibility, control resources, schedule, and so on. Colleges and universities and administrative personnel should establish a correct training concept, positively guide and establish the consciousness of "learning is also a kind of welfare", fully understand the significance of "regular charging" of on-the-job personnel, combine theory with practice, comprehensively improve their own comprehensive quality, and avoid occupying or even wasting training resources, or using training opportunities to relax and decompress themselves. The units where the trainees are located should also reasonably arrange the daily work of the trainees to avoid their worries as much as possible. In addition, the ideological consciousness of lifelong learning should be established in the administrative staff, and the thinking concept of lifelong learning should be cultivated, and the grass-roots administrative staff should be encouraged to overcome difficulties and participate in the learning and training with full mental state.

(2) Reasonable optimization of the training system should take the personal growth and ability development of administrative personnel as the fundamental goal, reasonable optimization of the training system, implementation of the whole process of administrative

personnel training, and laying a solid foundation for employees to achieve their own career planning. First of all, establish a complete training file, training should be conducted as needed, fully respect individual characteristics, and set differentiated training programs based on employees' working ability, professional background and career goals. Secondly, it is necessary to reasonably plan the training system, enrich the training content, improve the quality of training, and avoid formalities. It is necessary to have relatively fixed basic theoretical introductory training, but also to regularly update other training courses to ensure the timeliness of the training content. In addition, it is necessary to strengthen the use of training results, through feedback and assessment, the trainees with sudden performance will be promoted to leadership positions or communicated to more important jobs in a timely manner. Finally, it is necessary to improve the strict training quality evaluation system, to timely follow-up observation and feedback after training, not only to have a completion exam, but also to positively strengthen the feedback results of training evaluation, so that administrators become competitive "learning individuals", so that the training is really high quality and efficient.

(3) Colleges and universities should fully understand the role of group organizations as Bridges and links, deeply explore the characteristics and advantages of group organizations in helping employees grow and serving the development of colleges and universities, organize and mobilize, gather strength, and actively explore new ways of administrative personnel training. Relying on trade unions, youth leagues, women's federations, interest groups and other mass organizations, organize administrative personnel to participate in a series of targeted training programs such as business knowledge and office skills training, management ability improvement training,

vocational qualification certificate training, English skills training, social etiquette training, life skills training, hobbies training, outdoor quality development, etc. It can not only improve the comprehensive quality of administrative personnel, help them relieve psychological pressure, but also break the boundaries of units and departments of training personnel, and strengthen exchanges and cooperation. By giving full play to the unique role of the group organization, the executive staff will be full of vitality in the training and further meet their career development needs.

CONCLUSIONS

This paper takes the administrative staff of NS University as the research object, through the systematic analysis guided by the two-factor theory, and based on the questionnaire survey of the administrative staff of NS University, finds out the problems and causes of the problems in the existing incentive mechanism of the administrative staff, and puts forward countermeasures and suggestions from the perspectives of health factors and incentive factors respectively.

The conclusions of this study are as follows:

At present, there are some problems in the incentive mechanism of administrative staff in NS University, such as shortcomings in salary, ineffective implementation of performance appraisal system, frustrated enthusiasm of administrative staff, and difficult career development of administrative staff. These problems have a negative impact on the incentive effect of administrative personnel, and thus have a negative effect on the administrative management of colleges and universities. Behind these phenomena, it is inseparable from the imperfect salary and welfare system, the weak link in the performance appraisal system, the difficulty of the existing incentive means to play a role, and the insufficient attention and training of administrative personnel.

In the face of the existing problems in the incentive mechanism of the administrative staff in NS University, we should take the two-factor theory as the guide and take some targeted measures to solve them. In terms of health factors, it is necessary to improve the salary of administrative staff, strengthen the job security of administrative staff, and create a good working environment, so as to effectively reduce the dissatisfaction of

administrative staff. In terms of incentive factors, we should implement scientific performance appraisal methods, expand the career development space of administrative personnel, and establish high-quality and efficient learning and training systems, so as to effectively improve the satisfaction of administrative personnel.

This paper has played a positive role in improving the personnel management system and perfecting the administrative management system for NS university. However, due to the limitations of time and my ability, I could not conduct in-depth research on the promotion of administrative staff more effectively. With the increasing attention of colleges and universities to administrative personnel in recent years, it has become increasingly important to study how to improve the quality and ability of administrative personnel, stimulate their healthy and rapid growth, and then inject fresh blood into higher education. In the future study and work, we will further pay attention to the development and change of the incentive mechanism of administrative staff in high schools on the basis of this.

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