

## Optimizing the salary system of Y private college in GX Province

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### Abstract

The objectives of this study were (1) to study the present situation and problems of salary system of full-time teachers in Y private college in GX province, (2) to find out the causes of the problems in the salary system of full-time teachers of Y private college in GX province and put forward some countermeasures, (3) to provide more reasonable suggestions for stabilizing the full-time faculty of private colleges in GX province. 235Y college -a representative private college in GX Province, as the research objects, which were consisted of 107 male and 128 female, all of them have the average age at under 30-years old (68%), most of them were graduated in undergraduate (67%) and in the position of assistant (54%) by means of questionnaire and interview, this research was analyzed the present structure of full-time teachers, educational background, professional title and age in Y Private Colleges and universities in GX province through

The result of questionnaire, the author finds out that the salary structure of Y private colleges is unreasonable; the salary level is low, the incentive function of welfare is not obvious, the incentive function of salary spirit is not strong, and the teachers think that the salary system is not fair. That is, most teachers are between “very dissatisfied” and “relatively dissatisfied” with their salary. The lowest level of satisfaction with benefits (average: 1.80), the lowest level of satisfaction with monetary remuneration (average: 1.82), and the highest level of satisfaction with the remuneration system (average: 1.94), but it is also at a lower level. Therefore, it is necessary to raise the salary and salary level in time to improve the satisfaction of teachers.

**Keywords:** Private Colleges and Universities; Salary System; Optimizing

### Introduction

With the rapid development of our country's economy, higher education in order to adapt to the diversified development of the market, the number of private colleges and universities is more and more large-scale. Private colleges and universities

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have played an important role in the reform of higher education. However, compared with public colleges, private colleges and universities in all aspects of the existence of deficiencies, leading to the development of private colleges and universities have been a lot of constraints and restrictions. Due to the weak foundation of non-governmental institutions, lack of school-running experience, limited fund-raising, the number of talents is insufficient. Compared with traditional public colleges, they lack excellent teaching resources and abundant academic research atmosphere. With the continuous expansion of the scale of private colleges and universities, the number of students is increasing year by year, the premise of improving the scientific ability of teaching and research is to attract more professional talents to join in. Therefore, the research on human resource management is very important for private colleges. The salary system is the core of human resource work and the main factor to attract talents. The administrators of private colleges must clearly realize that salary incentive plays an important role in the development of private colleges. Lack of effective salary incentive mechanism, people's potential cannot be fully developed. Scientific and effective incentive mechanism can improve the enthusiasm of teaching and scientific research in private colleges and help private colleges to improve the quality of running schools. As an intrinsic incentive means of enterprise management, salary incentive can be optimized through management, and it is easier for managers to improve the role of salary incentive by changing management mode, and motivation is the core of management. For private colleges and universities, to achieve development, not only to optimize management, but also to stimulate talent. Full-time teachers, as an important force of knowledge in private colleges, play an important role in improving teaching quality and scientific research level. Therefore, by optimizing the salary system can help private colleges to play the role of salary incentives, teachers will be more efforts to make contributions to private colleges.

### **Research Objectives**

The purpose of this study is to study the situation and problems on the salary system of full-time teachers in Y private college, which is on these factors:

1. rationality analysis of salary structure
2. analysis of salary level
3. incentive effect analysis of welfare system
4. fairness effect analysis of salary

## **Research Hypothesis**

The situation and problems of salary system of full time teachers in Y private colleges has been in good stable

## **Scope of Research**

### **1. Research method**

The aim of this study is to optimize the salary system of Y private college. The methodology of this study is based on quantitative methods. This research adopts the survey method and the data collection method, the questionnaire comes from the participant's participation.

### **2. Population and sample**

The population of this study is the Full-time teachers working in Y private college. The questionnaire survey was distributed about 700 full-time teachers working in Y private college.

The researcher will determine sample size by applying an equation proposed by which is the adaptation at confidences level of 95% and precision levels = 0.05

### **3. Research instruments**

The instruments were inleading of 1. The personal information about gender 2. Satisfaction questionnaires on Monetary remuneration (5 items), Welfare benefits (4 items), Other basic elements (3 items). including age, title, education, teaching years, information, the second part is the monetary pay satisfaction, which researcher applied 5 likert scale for the question which is 1 = strongly disagree, 2 = disagree, 3 = moderate, 4 = agree, and 5 = strongly agree. Third, part of the welfare, including holiday benefits, housing settlement subsidies, social insurance, and the fourth part of the salary system, including whether to understand the salary structure, year-end assessment method, salary incentive effect, the level of fairness, etc.

## **Statistics used in data analysis**

The validity of a questionnaire refers to the degree to which the questionnaire can accurately measure the desired variables. The validity can be tested by factor analysis. The factor analysis was used to test the validity of the data. The first was the KMO value, which indicated that the data validity was good when the KMO value was greater than 0.7. The second was the Bartlett spherical test value, bartlett's sphere test was used to test whether the correlation coefficient between items was significant. The significance value less than 0.05 was significant, which indicated that the data validity was good. In addition, when the factor load of each item is greater than 0.5, it indicates that the aggregation validity of each item to the factor is good, otherwise it

indicates that the item validity is not good and needs to be adjusted. The figures are as follows:

### Research results

**Table 1:** The validity of the questionnaire was tested

Variable	Questions	Factors	Percentage(%)	KOM	Bartlet spheric test
<b>Monetary remuneration</b>	1.Compared with other industries in the district, the salary of our school	0.927			
	2. Compared with other schools of the same type in the district, the salary of the school	0.923			
	3.In your past job, you are currently paid	0.927	85.579	0.782	414.596
	4. In your opinion, your current income level compared to the average local consumer	0.923			
	5.How do you feel about the school's financial benefits for full-time teachers during the holidays	0.908		0.846	
	•••				

Variable	Questions	Factors	Percentage(%)	KOM	Bartlett sphericity test
<b>Welfare benefits</b>	6.What do you think of the school's solution to the housing problem	0.933			
	7.The amount of social insurance that you think the school now pays to employees	0.914	85.149	378.855	
	8.Compared with similar colleges and universities, I feel that the welfare benefits besides salary are	0.935			
	9. Are you satisfied with the end-of-year teacher assessment system	0.891		0.886	
<b>Other basic elements</b>	10. In your opinion, are current performance reviews motivating	0.887			
	11. The extent to which you think the current compensation system is fair	0.844	79.477	437.068	

Variable	Questions	Factors	Percentage(%)	KOM	Bartlett spherical test
	12.What do you think are the incentives for employees under the current compensation system		0.937		

The results of the above table show that the KMO values of monetary remuneration, welfare benefits and compensation system are 0.782, 0.846 and 0.886 respectively, which means that the KMO values of monetary remuneration, welfare benefits and compensation system are all greater than 0.7. The results of Bartlett's spherical test show that the approximate chi-square values correspond to significant values of 0.000 (less than 0.05). Therefore, in this survey, the three aspects of monetary compensation, welfare and compensation system are all effective. At the same time, by analyzing the factor loads of the three aspects of monetary compensation, welfare benefits and compensation system, we can know that the factor loads of the three aspects of monetary compensation, welfare benefits and compensation system are greater than 0.05, it indicates that the load of monetary compensation, welfare and compensation system is high in this research. At the same time, the explanation variance percentages of monetary remuneration, welfare, treatment and remuneration system are 85.579%, 85.149% and 79.477% respectively, all above 50%, it further explains that the validity of monetary compensation, welfare benefits and compensation system is good.

Mean, Standard Deviation, Cronbach's Alpha and satisfaction of respondents

Some of the questions in this survey used the questionnaire survey method, includes the second part of monetary remuneration (topic 9,10,12,13), welfare benefits (topic 14,15,16,17), remuneration system (topic 20,21,22,23,24). In the survey, after the use of reliability analysis of the above items of the data measured and tested to confirm the questionnaire set, the stability and reliability of the scale. Cronbach a coefficient is the main measure to analyze the internal reliability of the scale. When the Cronbach a coefficient of internal consistency is greater than 0.7, it can be considered that the design of the scale meets the statistical requirements. When the

Cronbach a coefficient of internal consistency is greater than 0.8, the design of the scale is considered to be stable, and when the Cronbach a coefficient of internal consistency is greater than 0.9, the design of the scale is considered to be excellent, excellent stability and reliability. If the Cronbach A is too low below 0.7 or 0.6, the questionnaire should be revised or recompiled. According to the following table, the Cronbach a coefficients are 0.942, 0.941 and 0.935, respectively, above 0.9 level. According to the discriminant criteria of reliability analysis mentioned above, the survey has good reliability and the results are in a good range of acceptance, as follows

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**Table 2:** The reliability of the questionnaire was tested

Variable	Cronbach's Alpha	N
Monetary remuneration	0.942	4
Welfare benefits	0.941	4
Pay system	0.935	5

By Table2, we can know the satisfaction degree of the teachers to the monetary salary, the welfare and the salary system. Among them, the study used the five-point scoring method to investigate three aspects of monetary remuneration, benefits, treatment and remuneration system, the teacher's answers to the corresponding questions were "Very low" ("Very dissatisfied", "The lowest", "Completely unmotivated", "Very unfair", "Very bad"), "Low" ("Relatively dissatisfied", "Low", "Not very motivated", "Unfair", "Relatively bad"), "Average" ("Generally satisfied", "Medium", "Uncertain"), "Relatively high" ("Relatively satisfied", "Relatively high", "Relatively motivated", "Relatively fair", "Relatively good"), "Very high" ("Very satisfied", "The highest", "Very motivated", "Very fair", "Very Good"), as 1, 2, 3, 4, 5 respectively, the more satisfied the answer, the higher the score.

**Table 3:** Description analysis

	N	Minimum	Maximum	Average	Deviation
Monetary remuneration	235	1.00	5.00	1.82	.89
Welfare benefits	235	1.00	5.00	1.80	.98
Salary system	235	1.00	5.00	1.94	.94
Overall satisfaction	235	1.00	5.00	1.93	.96

The results show that the average score of the three aspects of the system is less than 2 points for the overall satisfaction of the teachers and their monetary, welfare and salary, that is, most teachers are between "Very dissatisfied" and "Relatively dissatisfied" with their salary. The lowest level of satisfaction with benefits (average: 1.80), the lowest level of satisfaction with monetary remuneration (average: 1.82), and the highest level of satisfaction with the remuneration system (average: 1.94), but it is also at a lower level. Therefore, it is necessary to raise the salary and salary level in time to improve the satisfaction of teachers.

the correlation analysis between teachers' salary satisfaction and the influencing factors In order to better explore the relationship between the influencing factors and teachers' salary satisfaction, this paper uses correlation analysis, a quantitative analysis method, and adopts the Pearson (Pirsson) correlation coefficient index, through the correlation between the two, the number of calculation to reflect and reveal the impact of various factors and teacher pay satisfaction between the strength of the correlation. The main research is to analyze the correlation among the three influencing factors of monetary compensation, welfare benefits and salary system, and the teacher's salary satisfaction. The results are as follows:

**Table 4:** Correlation Analysis

	Monetary remuneration	Welfare benefits	Salary system	Overall satisfaction
Monetary remuneration	1			
Welfare benefits	.902**	1		
Salary system	.764**	.802**	1	
Overall satisfaction	.882**	.878**	.809**	1

Notes : \*\* representative significance was significant at the level of 0.01.

As can be seen from the table4, there is a significant positive correlation between monetary compensation, welfare benefits and salary system and teachers' salary satisfaction. The correlation coefficients of monetary pay, welfare benefits and salary system with teachers' salary satisfaction are 0.882, 0.878 and 0.809 respectively, which all reach the significant level of 0.01, and all reach the high level, and so on.

Therefore, there is a close relationship between monetary compensation, welfare benefits and salary system and teachers' overall satisfaction with salary.

Regression analysis of teacher pay satisfaction and its influencing factors The correlation analysis has proved that there is a significant positive correlation between monetary compensation, welfare benefits and pay system and teachers' pay satisfaction, but the causality of variables cannot be revealed. Therefore, teachers' pay satisfaction was used as the dependent variable, and monetary pay, welfare benefits and pay system were used as the independent variables to Regression analysis.

**Table 5:** The model summary of teachers' salary satisfaction

model	R	R <sup>2</sup>	Adjusted R2	Deviation
1	.914	.835	.830	.395

The table 5 shows that the adjusted R 2 is 0.830 when the model includes monetary compensation, welfare benefits and compensation system, this paper explains that the three factors of currency, welfare and salary system have a great influence on the total variance of Teachers' salary satisfaction, and the degree is 83.0% . The standard estimate, error is 0.395, the error of regression result is low.

**Table 6:** The goodness of fit test of teachers' salary satisfaction

Source of Variance	df	SS	MS	F-Statistic
Regression	78.962	3	26.321	169.084
Error/ Residual	15.567	100	0.156	
Total	94.529	103		

k Number of independent variable

n Number of example

SST Sum square of total

SSR Sum square of regression

SSE Sum square of error/sum square of residual

MSR Mean square of regression

MSE Mean square of error

F F-statistic

The results of goodness-of-fit test show that when the model includes three factors: monetary compensation, welfare benefits and compensation system, the decision value F of the regression model is 169.084, and the significance level is less than 0.001, therefore, it is considered that the regression equation fitting effect of the influence of monetary compensation, welfare benefits and salary system on teachers' salary satisfaction is better.

**Table 7:** regression coefficient Table for teacher pay satisfaction

Models	Non-standardized	Standard	Standard	t	Significance
	system	error	coefficient		
Constant	.092	.094		.980	.329
Monetary	.461	.102	.430	4.519	.000***
welfare	.289	.101	.295	2.866	.005**
Pay system	.248	.070	.244	3.547	.001**

Notes : \*Significance < 0.05, \*\*Significance < 0.01, \*\*\*Significance < 0.001.

## Research discussion

Through the description and analysis of the questionnaire, we can see that there are serious problems in the salary system of Y private college:

### 1. There is a lack of internal fairness in the level of remuneration

The college practices a position-centered salary model. Teachers in the same position have different work intensity and work content, but the salary level is the same. Many teachers feel that no matter how much work they do, the salary is the same, lack of motivation to work. The result of the questionnaire shows that 83.65% of the teachers think that their efforts are not in direct proportion to their salary. As a result of the implementation of the college salary system, the payment of salaries under this model is quite crude. When teachers sign employment contract, they will have a relatively fixed standard of salary, for example, based on a bachelor's degree, the salary of a teaching assistant is about 2,800 yuan (800 yuan for a minimum wage) and that of a lecturer is about 3,400 yuan (1,200 yuan for a basic salary). There is no specific standard for post wages other than the basic wage.

### 2. The level of remuneration is not competitive with the outside world

According to the results of the questionnaire, 79.8% of the teachers think that the salary level set by the college is far lower than that set by other schools in the region, and 81.73% of the teachers think that their income is weak in the local talent market. For full-time teachers with teaching assistant titles, the monthly salary after deducting provident fund and insurance is only about 2200-2400 after completing

the prescribed class hours, compared with the city and the surrounding public universities and other private universities of the same type lower. This situation has led to y private college teachers work enthusiasm and initiative has been affected, teacher turnover rate increased year by year. By comparison with other private colleges in the city and neighboring cities, we can see that the salary level of y private college is too low and its competitiveness in the market is poor, as Table 1.7:

Table 8: Results of a survey on Y college salary levels

Option	Very Higher	Higher	Average	Low	Very low
1.Compared with other industries in the district, the salary of our school:	1.92%	0.96%	15.38%	35.58%	46.15
2.Compared with other schools of the same type in the district, the salary of the school	2.88%	0%	17.31%	33.65%	46.15%
3. In your opinion, your current income level compared to the average local consumer	3.85%	2.88%	16.35%	30.77%	46.15%

Take the salary of teaching assistant with bachelor degree as an example, several private colleges of the same type in the region are compared table 8 :

**Table 9:** comparison with the minimum wage levels of teachers in several private colleges and universities in the province:

SCHOOL	minimum wage yuan	Basic workload class/week	Allowance yuan/class	Average monthly salary yuan	Extra- curricular allowance yuan/class
Y College	800	16	15	2800	20
CM College	2000	16	30	4420	35
LG College	1800	12	25	4000	30
CS	2200	16	30	4200	35

As can be seen from the Table 9, the reason for the low satisfaction of teachers in y college is the low salary and the poor competitiveness compared with other private colleges. If the salary level of y-college can not keep pace with the market, it will lead to a serious lack of salary incentives for teachers.

### 3. The salary structure is simple and the incentive form is single

The remuneration of schools mainly consists of minimum wage allowance, post allowance and overtime allowance. By minimum standards, for example, a minimum wage's bachelor's degree is \$800, a master's degree is \$1,200, and a doctor's degree is \$1,600. The post allowance occupies a relatively high proportion in the remuneration received by teachers, and is distributed according to the content of the work undertaken and the duties performed, while the specific standards for each item are not, clearly, only in the signing of the employment contract to indicate the monthly salary "One-size-fits-all", so the post as part of the salary of teachers, the main source of little incentive effect. Most teachers think that the most unreasonable situation is to post a monthly allowance, minus 200 Yuan called performance wages, to wait until the end of the year

the welfare and social security system is not perfect. The results of the questionnaire are as follows:

**Table 10 :** The result of the questionnaire about the welfare of the Y college

	Very satisfi	Satisfi	Averag e	Low satisfact	Very dissatisfi
4.How do you feel about the school's financial benefits for full-time teachers during the holidays full-time teachers during the holidays	3.85%	3.85%	19.23%	25%	48.08%
5.What do you think of the school's solution to the housing problem	3.85%	1.92%	13.46%	23.08%	57.69%
6.The amount of social insurance that you think the school now pays to employees:	5.7	0%	12.5%	22.12%	59.62%

	Very satisfi	Satisfied	Averag e	Low satisfact	Very dissatisfi
7.Compared with similar colleges and universities, I feel that the welfare benefits besides salary :	3.85%	2.88%	16.35%	30.77%	46.15%

The social security treatment enjoyed by the teachers of public universities in our country is relatively stable. Y college, as an example of private colleges, is not perfect in the social security system, many young full-time teachers are not satisfied with the school's social medical, unemployment insurance and other social security mechanisms. First, the college does not give any transportation subsidy and communication subsidy to full-time teachers. The school only provides the dormitory for teachers to take a lunch break. The teachers need to solve their own transportation every day to go to work, colleges cannot reimburse subsidies; second, colleges for teachers to buy social security are among the lowest level in the province. According to Maslow's hierarchy of needs theory, the college's current welfare package cannot meet the lower-level needs of its faculty, let alone the higher-level needs of respect and self-actualization, therefore, Y college teachers generally have a weak sense of school identity, lack of sense of belonging.

4. The performance appraisal system is not perfect 78.84% of the teachers think that the school's performance evaluation is poor motivation. The performance evaluation of Y College is divided into two parts: the evaluation by the evaluation committee and the evaluation and scoring between teachers. Because there is no serious and standardized process in the assessment and only one result is concerned, full-time teachers pay more attention to the completion of class hours, some even have the mentality of completing on time and paying less attention to the innovation of teaching contents and methods, and the improvement of teaching and scientific research technology. Secondly, the reliability of some assessment indicators is poor. When teachers fill in the forms with each other

### Recommendations for utilizing the research results

#### 1.Raise the level of remuneration

By comparing the salary level of y college with that of other universities in the province, we can see that the salary level of Y college teachers is about 1500 yuan lower than that of other universities on average. Through the correlation

regression analysis of the questionnaire survey, the monetary salary is the main part which affects the teachers' salary satisfaction.

In order to optimize the salary system of Y College, we should pay attention to meet the needs of teachers for low-level material security, and at the same time give consideration to the pursuit of teachers' high-level needs such as respect needs and self-realization. We should set this salary standard scientifically according to the characteristics of teachers, the level of regional and peripheral talent market and the comprehensive situation of other industries. Firstly, the salary level of private university teachers should be more attractive and competitive than that of public university teachers. This is determined by the professional characteristics of private university teachers, mainly reflected in the work of private university teachers and public compared with the lack of stability, the investment of teachers on the future development of individual risk is uncertain, job prospects are not as good as those of public universities. Therefore, if the salary of Y college is lower than that of public universities, it will be more difficult to attract and retain excellent talents, so the average salary of Y College should be equal to that of the teachers of other universities in the same region.

#### 2. Salary adjustment

The level of remuneration shall be adjusted according to the performance appraisal. Performance appraisal can directly reflect the completion of the work of each teacher, based on the established post standards, according to the results of teacher performance appraisal within the overall salary level to increase the proportion of performance pay.

#### 3. Adjustment of remuneration levels based on qualifications adjustment of remuneration levels based on qualifications

Including education subsidy and education allowance two aspects of content. In order to encourage teachers to get high-degree, attract high-degree teachers to join the teaching staff of Y College, can have the master's degree, doctor's degree, a certain degree subsidy. The allowance for full-time teachers may be increased year by year. The design can improve the overall quality of college teachers, not only improve the faculty strength and maintain the stability of the teaching staff.

#### 4. Increase in end-of-year benefits

As the Y college has the characteristics of non-governmental, if the full-time teachers of the year-end assessment standards, can be appropriate to get a certain amount of year-end awards. After investigation, the current year-end benefits of teachers are a bag of rice and a barrel of rapeseed oil, these as a living necessities

and their value cannot have a more obvious incentive to teachers. As for the formulation of the year-end welfare standard, the method of the same type of private colleges in the region and the annual profit of the college can be comprehensively referred to.

#### 5. increase the level of social insurance and provident fund purchases

The social security level of the teachers in y college is very low, and the questionnaire survey shows that it is the lowest level in the province. Since the purchasing level of social security is directly linked to the salary level, the purchasing power of social security can be appropriately increased on the basis of raising the salary level, the standard can refer to the local government documents and the more successful standards of public universities and other private universities, and constantly improve the level of social security investment under appropriate circumstances.

#### **Recommendation for the further research**

For further study; there should be study on the most private college in GX province to make sure of the unfair salary system and dissatisfaction with monetary remuneration of the teachers and study the comparison of the salary system of private college and government college to make sure that it's the same or different.

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