

# Research on strategies for enhancing career satisfaction of university administrators

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**Abstract:** With the deepening of the reform of “de-administration” in colleges and universities, higher requirements are put forward for the administrative personnel in colleges and universities, and their status in colleges and universities is clarified at the same time. Administrative personnel in colleges and universities in the service position, need to constantly improve the awareness of service, the teachers and students as the foundation of the work, pay attention to the actual needs of teachers and students, improve professional services. To realize this transformation, not only need to improve their management level, but also need to strengthen their academic ability, so as to achieve comprehensive management.

**Key words:** colleges and universities; Administrative personnel; Career satisfaction

In recent years, with the expansion of the scale of colleges and universities, the complexity of organizational structure has increased, and the connection with society has been strengthened. Management work has ushered in challenges. Due to the reform of “de-administration”, colleges and universities have neglected administration and reduced their personnel composition. Administrative personnel have been facing great work pressure for a long time and are engaged in trivial work. For a long time, burnout will inevitably occur. In order to promote the development of colleges and universities, we must pay more attention to administrative management.

## I. The current situation of the career development of university administrators

1. There is no clear understanding of the career, and the self-positioning is vague

The daily service and management of colleges and universities are the tasks of administrative personnel, which is less than the entry requirements of teachers. Some colleges and universities pay less attention to the profession, and the people engaged in the profession do not understand its importance, resulting in a lack of professional identity, and gradually appear burnout psychology in the process of work. In addition, due to the relatively low salary of this occupation, some managers lack enthusiasm for work and have low satisfaction with their careers.

2. The management work is complicated and the work pressure is high

The administrative management of colleges and universities mainly exists in key departments such as the academic Affairs Office and the Student Affairs section. Although the specific content of the work is different, the management work has a standard and fixed model, and repetitive actions are often carried out in the work. Colleges and universities make clear the goals of administrative work and divide the specific time, which leads to the lack of enthusiasm for management and the greater pressure they face in their work. With the increase of the number of college enrollment, the scale has been expanded, which has brought more difficulty to the daily management. In addition, due to the complicated procedures of management, administrators need to coordinate the conflicts between students and students, and between students and teachers, which brings greater psychological pressure to administrators and is not conducive to the improvement of work efficiency.

3. The matching degree of position and profession is low, and the lack of professional identity

The administrative work carried out by colleges and universities is more complicated and requires higher academic qualifications for employees, but the matching degree between the work and their major is low. Engaging in trivial management work is not conducive to the formation of professional advantages and is not conducive to the play of managers’ strengths. Some managers think that management work is only a transition and have a low sense of professional identity.

4. The promotion channels are limited, and the space for job advancement is small

The positions that can be promoted in colleges and universities are limited. Secondly, colleges and universities lack the importance of management positions, and the personnel engaged in administrative management have less space above. The specific phenomenon is as follows: a professional title review. The evaluation of professional titles in colleges and universities mainly includes scientific research projects and thesis topics, but the administrative personnel are at a disadvantage in the promotion process due to the lack of experience in scientific research projects. Second, career promotion. Promotion channels in colleges and universities are limited, and employees lack motivation to work. Three ability training. The lack of training and the opportunity to go out for administrative personnel in colleges and universities is not conducive to the improvement of professional ability, resulting in the suppression of personal value and the lack of professional identity of administrative personnel.

## II. The factors affecting career satisfaction

The satisfaction of university administrators is mainly affected by environmental, social and psychological aspects, that is, employees’ satisfaction with their work and their sense of identity. Some scholars believe that the job itself, environment and other aspects will also affect the career satisfaction. By investigating the development of university administration, it is found that the factors that affect the job

satisfaction are as follows.

1. The degree of emphasis on administration in universities

Among the variables, the most profound influence on career satisfaction is the support of colleges and universities. Universities attach importance to the development of administrative work, which can greatly improve the enthusiasm of managers. If there are problems in the career development of managers, they cannot be solved in time, which will lead to the decrease of career satisfaction.

2. Career planning of managers

College administrators do not have a clear career plan, the direction of the career direction can not grasp, resulting in managers lack of confidence in their own career development, because there will be a variety of problems in the process of work, if the lack of career planning, often bring adverse effects on career satisfaction.

3. The job satisfaction of managers

Managers' satisfaction with their work will have an impact on their career goals and enterprise. If managers' job satisfaction is low, it will often lead to job burnout, resulting in a lack of competitive sense at work, a blow to work enthusiasm, no clear career goals, hindering the long-term development of the career.

### **III. Measures to improve the career satisfaction of administrative personnel**

1. Build a good working environment

Through the investigation of administrative positions, it is found that the working environment has a strong impact on the satisfaction of managers. By building a comfortable and healthy environment, job burnout can be effectively alleviated. The working environment refers to the physical and social environment related to work. By creating a comfortable work environment, you can achieve a significant increase in productivity. First of all, colleges and universities need to provide a reasonable office environment for administrative personnel, provide them with supporting office equipment, through the placement of some green plants, play a soothing effect, management personnel need to maintain the office environment clean and comfortable. Secondly, it is necessary to strengthen the cultural construction of administrative personnel, and make it better developed by creating a dynamic office environment. Attach importance to the play of the functions of colleges and universities, and create a good cultural atmosphere by carrying out various forms of activities, such as tea parties, potluck, etc. Colleges and universities need to pay attention to breaking the closed environment, so that administrators and teachers can carry out effective communication and facilitate the development of college activities. In addition, colleges and universities can carry out regular mental health training to help administrative personnel have a clear cognition of their own mental state and can carry out self-mediation in time. Colleges and universities can set up psychological consultation rooms for administrative personnel to provide them with a place to relieve pressure, which is helpful to relieve work pressure.

2. Improve the psychological quality of administrative personnel

College administrators need to have a clear cognition of their own abilities and emotions, and define their own value through objective evaluation, rather than relying too much on external evaluation. Administrators need to find their own advantages in time and give full play to their advantages in their work. Have a correct cognition of pressure and emotion, and be good at discovering the positive effects of pressure. Long hours of work pressure is the main cause of job burnout among managers. Therefore, managers need to master ways to relieve stress, cultivate hobbies outside of work, and avoid negative emotions to the greatest extent.

3. Managers develop professional ethics

College administrators need to find their own shortcomings in work in time and realize the development of their own abilities through exercise. Administrators should change their mentality and actively participate in the discussion of affairs. Managers have more tasks and more problems in their work, so managers need to adjust their mentality positively, find ways to solve the difficulties, and strive to make achievements in their work, so as to realize the increase of career satisfaction. In order to improve the professional ethics of managers, it is necessary to pay attention to the promotion of moral cultivation, so that they are full of enthusiasm in the work and have a sense of identity with the profession. Therefore, it is necessary to strengthen the construction of campus culture, promote the construction of teachers' ethics, and constantly improve the professional ethics of managers.

### **IV. Carry out scientific career planning**

Career planning of managers will affect career satisfaction. Scientific and reasonable career planning can point out the direction for the development of managers, maximize the utilization of resources, and improve work efficiency. Managers need to be clear about the importance of career planning, find their own strengths and weaknesses in the work, carry out scientific career planning, and make adjustments according to the changes in the working environment and content. Managers need to have a clear understanding of their own abilities and use reasonable methods to achieve the improvement of their abilities. It is necessary to analyze their own advantages and disadvantages, complete the formulation of stage goals, constantly improve their own business capabilities, and achieve the improvement of work efficiency.

### **V. Improve the performance appraisal mechanism**

By establishing a long-term evaluation mechanism, the enthusiasm of managers can be significantly improved. At present, most universities adopt the annual appraisal method and reward employees with good results. However, there are obvious drawbacks in the annual

assessment, which need to be improved. First of all, there are no specific indicators for the annual assessment, and different assessment standards are not formulated according to the differences in positions and responsibilities. Instead, morality, diligence, and integrity are uniformly taken as assessment items. Secondly, the actual form of assessment is often voted among colleagues or designated by leaders, in which case there will be some undesirable phenomena such as soliciting votes at the same time, bribing leaders, or taking turns to excel. The application of this assessment mechanism can not achieve an objective reflection of the work situation, and it is difficult to stimulate their enthusiasm for work. The construction of performance appraisal for administrative personnel needs to focus on the construction of long-term incentive mechanism, rather than simply for the purpose of assessment II, but through the actual assessment results, excellent managers are rewarded, so that these personnel can get a sense of accomplishment in work, full of enthusiasm in actual work, and motivate other staff's enthusiasm in work. Contribute to the construction of a positive working atmosphere. Colleges and universities need to fully investigate, grasp the working methods and contents of managers, divide posts with high similarities, and formulate quantifiable and comparable assessment standards. The selected assessment method is not only the result assessment, but the integration of process assessment and result assessment. The objects involved in the evaluation are not only colleagues and leaders, but also students and teachers, so as to make the evaluation results more reasonable and objectively evaluate the work of managers from multiple levels and angles. In addition, after the managers finish their work, they can participate in the research, paper writing and other scientific research activities, and integrate them into the evaluation system according to a certain proportion, so as to achieve a significant improvement in scientific research enthusiasm. Finally, colleges and universities need to combine the performance appraisal with the application of salary distribution, title evaluation and other links. Through the establishment of a complete performance appraisal mechanism and the reasonable application of the appraisal results, it can stimulate the enthusiasm of managers, cultivate innovative thinking, improve work efficiency and alleviate job burnout.

## VI. Improve management ability

With the change of social environment and the development of education, new requirements have been put forward for managers. They must keep up with The Times in their work, develop new management concepts, and master work skills to better complete the teaching tasks under the new environment. Therefore, colleges and universities need to improve training opportunities for managers, such as further study and social practice. For example, through continuing teaching, while improving their professional ability, they can achieve the improvement of their academic qualifications and provide opportunities for sustainable development.

Guide managers to master professional knowledge, realize the improvement of work ability, and provide guarantee for them to complete different jobs. The administrative work carried out by colleges and universities involves all levels of teaching activities, and puts forward requirements for administrators, such as having professional knowledge in pedagogy, psychology and so on. Scientific research in colleges and universities guides administrators to update their knowledge and improve their professional quality in an all-round way through continuous learning. Colleges and universities can carry out regular activities such as the study of policy documents and the training of modern office equipment to promote the improvement of professional knowledge and skills of managers. At the same time, colleges and universities should change the thinking of managers, so that they love administrative work, keep a rational view of different work tasks, do not contain bad emotions in the work, and adhere to professional ethics. First of all, it is necessary to make managers abandon unrealistic goals, treat management work as a career, make the importance of different work clear, and complete management work in accordance with the work process and maintain a happy mood. Secondly, it is necessary to stimulate the work enthusiasm of managers, guide them to produce innovative ideas in practical work, promote the development of the school, combine personal development and school development, and achieve a significant improvement in teaching efficiency.

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