

INCENTIVE MECHANISMS OF HUMAN RESOURCE MANAGEMENT IN SICHUAN UNIVERSITY FOR NATIONALITIES, SI CHUAN PROVINCE, CHINA

Liu Jie^{1*} and Nithipattara Balsiri²

Faculty of Education, Dhonburi Rajabhat University, Bangkok, Thailand

*E-mail: nithipattara.b@dru.ac.th

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ABSTRACT

The objectives of this research were 1) to investigate the problems of incentive mechanisms of human resource management, 2) to develop an incentive mechanism for human resource management. The samples consisted of 385 students, 80 teachers and 50 administrators obtained through stratified random sampling at Sichuan University for Nationalities. The research methodology was quantitative research. The research instruments employed questionnaire and the questions of focus group discussions. The data were analyzed with frequency, percentage, mean, and standard deviation. Research results concluded that 1) the problems of incentive mechanisms of human resource management for students were at the high level (Mean= 3.92 SD = 1.17), for teachers were at the high level (Mean= 3.95 SD = 1.12), for administrators were at the high level (Mean= 4.02 SD = 1.12), 2) the incentive mechanism of human resource management needs to be improved that establishing evaluation criteria, the decision-making process, stakeholder express suggestions and concerns, incentive directions, mechanism supports core, outcomes and specific performance indicators, monitoring system, data-driven decisions, and long-term effectiveness.

Keywords: Incentive Mechanisms, Human resource Management, Higher Education

INTRODUCTION

The development and prosperity of the knowledge economy is based on the development and utilization of a large number of effective human resource managements, rather than on the occupation of resources and factors in the industrial economy. In the new century, the competition between countries is fundamentally the competition of the overall quality of human resource management. (Marx, 1972)

Incentive mechanisms, as a core component of modern human resource management, aim to deeply stimulate employees' work motivation and enthusiasm through a series of carefully designed strategies and methods. This enables them to actively and proactively engage in the process of achieving organizational goals. The effective implementation of this mechanism is crucial for enhancing employee work efficiency and promoting the sustained development of the organization. The construction of incentive mechanisms typically revolves around two major aspects: material incentives and spiritual incentives. Material incentives, as the name suggests, involve stimulating work motivation by providing material rewards directly related to employee job performance. This includes, but is not limited to,

salary increases, bonus distribution, and improvement of welfare benefits. These material rewards not only meet employees' basic life needs but also serve as recognition of their work value, effectively mobilizing employee enthusiasm. (Lu, 2024) Strengthening human resource management incentives in colleges and universities is a need for the development of higher education in the country and region. Sichuan has formulated the outline of the medium- and long-term education reform and development plan from its own actual situation, which puts forward clear and specific requirements for the construction of the teaching force. The Outline points out that it is necessary to strengthen the management of the teaching force, and to strive to create a high-quality and professional team of teachers with high moral integrity, excellent business skills, reasonable structure and full of vitality; and that it is necessary to further perfect the cultivation and training system.

The medium- and long-term plans for the development of higher education in the country and Sichuan Province are both a rare development opportunity and a very serious challenge for the new undergraduate colleges and universities. Therefore, in order to undertake

and accomplish these tasks and requirements well, the newly built undergraduate colleges and universities must take more effective measures to strengthen the construction of human resource managements, increase the strength of human resource managements, management reform, and promote the human resource managements of colleges and universities to play a more solid role. In this study will develop an incentive mechanism to enhance human resource management in Sichuan University for Nationalities.

RESEARCH OBJECTIVES

1. To investigate the problems of incentive mechanisms of human resource management in Sichuan University for Nationalities.

2. To develop an incentive mechanism for human resource management for Sichuan University for Nationalities.

RELATED CONCEPTS AND THEORIES

Definitions of Incentive mechanisms

The Incentive mechanisms in management are the effective ways and means to mobilize the Incentive mechanisms and creativity of the members of the organization so that they can maintain a long-term high performance state and thus

achieve organizational and personal goals (Mutsu, 1996) Incentive mechanisms is an important means for all types of organizations to stimulate the Incentive mechanisms and performance of their internal members, and the role of Incentive mechanisms is becoming more and more obvious in the management of the organization.

Elements of Incentive

Generally speaking, incentive consists of the following elements:" (Cheng, 2002) (1) The main body of incentives: the main body of incentives is generally organizations and individuals (mainly leaders); (2) The object of incentives: the object of incentives refers to the target of incentive behavior; (3) The goal of incentives: the goal of incentives refers to incentives to achieve the desired results of behavior; (4) The way of incentive: the way of incentive refers to the specific means and ways of incentive; (5) Incentive of the environment: incentive of the environment refers to incentive al behavior needs to be considered external factors.

Types of incentive

Different types of incentives have different degrees of influence on the behavioral process, so the choice of the type of incentive is a prerequisite for good incentive. (1) Material and Spiritual

Incentives: Generally speaking, spiritual incentives and material incentives are designed to meet individual needs.

(2) Positive and negative incentives: The so-called positive incentive refers to the fact that when an organization member's behavior meets the requirements of the organization. (3) Intrinsic incentive and extrinsic incentive: Intrinsic incentive is sometimes called intrinsic remuneration.

Incentive Mechanisms

Mechanism literally means the structure and principle of a machine (Modern Chinese Dictionary, 1985) In the field of management, the term 'mechanism' has a distinctly systemic meaning. According to the systemic viewpoint, a mechanism is a process in which elements within a system are interconnected. (Kim, 1993) Specifically to the incentive, the incentive

mechanism refers to the main body of the incentive to take appropriate and suitable incentives and ways to the incentive object (Liu, 1997)

RESEARCH HYPOTHESES

1. The problems of incentive mechanisms of human resource management in Sichuan University for Nationalities are at the high or highest level.

2. The incentive mechanism for human resource management for Sichuan University for Nationalities are complete and suitable.

CONCEPTUAL FRAMEWORK

Conceptual framework shows in figure 1.

1. Concept of incentive mechanisms of human resource management
2. The problems of incentive mechanisms of human

The incentive mechanism for human resource management for Sichuan University for Nationalities

Figure 1 Conceptual Framework

RESEARCH METHODOLOGY

Population

In this research project was divided into 2 groups; namely, 1) 10,000 students 2) 80 teachers and 50 administrators in Sichuan University for Nationalities

Samples

The samples were divided into 2 groups namely, 1) 385 students and 2) 80 teachers and 50 administrators. The samples were selected through the stratified random sampling technique. The samples were derived from Taro Yamane formula (Yamane, 1967).

Research Instruments

Questionnaire: were divided into 3 sets; namely, 1) students set, and 2) teachers set. 3) Administrators set. The questionnaire was divided into 2 parts, 1) general information, 2) problems of Incentive Mechanisms of human resource management. The questionnaire was evaluated for the Index of item-objective Congruence scores (IOC scores) by the three specialists. Each question in the questionnaire evaluated with the range of IOC 0.67 to 1.00.

Data Collection The researcher himself collected the data and information online from the samples.

Data analysis The Data and information collected will be analyzed,

interpreted and then presented in terms of frequency count, percentage, mean (\bar{X}), standard deviation (SD). The Five Point Rating Scale was used to evaluate the respondents' problems of incentive mechanisms of human resource management. The criteria and define at the range of the mean scores. Rating reference were: (Srisa-ard, 2002) mean range 4.51 – 5.00 were highest level, 3.51 – 4.50 were high level, 2.51 – 3.50 were middle level, 1.51 – 2.50 were low level.

RESEARCH RESULTS

1. General information of students There are 253 female (65.7%) and 132 male (34.3%). Most of the sample group are in the age between 18-20 (62.9%), rest are in between 21-24 (31.9%) and lowest are in 25 and above (5.2%).

2. General information of teachers There are 33 female (41.2%) and 47 male (58.8%). About the age, the number of the teacher at the age of 21-25 is 1, accounting for 1.25%, the age of 26-30 is 12, accounting for 15%, the number of the teacher at the age of 31-35 is 22, accounting for 27.5%, the age of 36-40 is 20, accounting for 25%, the age of 41-45 is 11, accounting for 13.8%, the age of 46-50 is 9, accounting for 11.3%, and the number

of the people at the age of 51 and above is 6, accounting for 7.5%.

3. General information of administrators There are 23 female (46%) and 27 male (54%). About the age, the number of the administrator at the age of 21-25 is 1, accounting for 2%, the age of 26-30 is 10, accounting for 20%, the number of the teacher at the age of 31-35 is 12, accounting for 24%, the age of 36-40 is 16 accounting for 32%, the age of 41-45 is 5, accounting for 10%, the age of 46-50 is 6, accounting for 12%, and the number of the people at the age of 51 and above is 0, accounting for 0%.

4. Problems of incentive mechanisms of human resource management in Sichuan University for Nationalities for students

It is evident that the students rated the problems of Incentive Mechanisms of human resource management in Sichuan University for Nationalities at the high level. Firstly, most students indicate that they are very satisfied with the overall performance of the administrative department (Item 1) has the high impact on incentive mechanisms of human resource management with $\bar{X} = 4.29$, $SD = 0.20$. Secondly, most of students indicate that they are very

satisfied with the response time and quality of the facility maintenance staff (Item 21) has the high impact on incentive mechanisms of human resource management with $\bar{X} = 4.28$, $SD = 0.29$. Thirdly, just a few of students indicate that they are quite satisfied with the friendliness and professionalism of the administrative department staff (Item 2) has the high impact on incentive mechanisms of human resource management with $\bar{X} = 4.13$, $SD = 0.41$.

The conclusion for cleaning department, the cleaning department receives high satisfaction overall, particularly in terms of the attitude and efficiency of the cleaning staff. While the overall campus cleanliness is rated well, it is considered average, indicating that while the department performs effectively, there may be room for slight improvements in maintaining cleanliness standards. Overall, the department is seen positively, with strong feedback on staff performance.

The conclusion for Cafeteria, the cafeteria receives high overall satisfaction, with a rating of 4.20 and a standard deviation of 0.31, indicating that respondents have a positive perception of the cafeteria's overall

performance. Satisfaction with the service attitude of the cafeteria staff is also high, with a rating of 4.17 and a standard deviation of 0.26. However, the quality and hygiene of the food, although rated at 4.18 with a standard deviation of 0.23, are considered average, suggesting an area for improvement. Overall, the cafeteria excels in service attitude, but there is room for improvement in food quality and hygiene standards.

The conclusion for dormitory, the dormitory receives high overall satisfaction, with a rating of 4.19 and a standard deviation of 0.27, indicating that the dormitory environment is well-regarded by respondents. The service attitude of the dormitory management staff is also rated highly, with a score of 4.25 and a standard deviation of 0.35, reflecting positive interactions with the management. However, the timeliness of dormitory facility maintenance and repairs, though rated at 4.23 with a standard deviation of 0.29, is considered average, suggesting that this is an area where further improvement could enhance overall satisfaction.

5. Problems of incentive mechanisms of human resource management in Sichuan University for Nationalities for teachers

It is evident that the teachers rated the problems of Incentive Mechanisms

of human resource management in Sichuan University for Nationalities at the high level. Firstly, most teachers indicate that they are satisfied with the diversity and availability of career development opportunities (Item 13) has the high impact on incentive mechanisms of human resource management with $\bar{X} = 4.28$, $SD = 0.27$. Secondly, most of teachers indicate that the selection process accurately assesses your abilities and qualifications (Item 6) has the high impact on incentive mechanisms of human resource management with $\bar{X} = 4.26$, $SD = 0.30$. Thirdly, just a few of teachers indicate that they are satisfied with the fairness and accuracy of the performance appraisal results (Item 12) has the high impact on incentive mechanisms of human resource management with $\bar{X} = 4.16$, $SD = 0.23$.

The conclusion for Recruitment, the recruitment process receives high satisfaction across key areas. The clarity of information provided during the recruitment process is well-regarded, with a rating of 4.19 and a standard deviation of 0.23. Fairness and transparency in the process are also highly rated, with a score of 4.23 and a standard deviation of 0.30, indicating that respondents perceive the process as equitable. Additionally, communication

and feedback during the recruitment process are viewed positively, with a rating of 4.21 and a standard deviation of 0.30, reflecting timely and effective interactions. In general, participants report the recruitment process to be transparent, equitable, and well-communicated, all of which enhance their overall experience.

At the end of the training, participants express great satisfaction with the programs. With a score of 4.28 and a standard deviation of 0.35, the quantity and quality of training opportunities are highly rated, indicating that respondents find the offerings to be both ample and valuable. With a rating of 4.18 and a standard deviation of 0.27, the relevance of the training course content to job needs and career development goals is also positively viewed, indicating that the training is in line with participants' professional growth. Furthermore, the trainers' professionalism and caliber of instruction are highly regarded, receiving a rating of 4.21 and a standard deviation of 0.34. The training programs are generally well-received for their high caliber, applicability, and efficient delivery, all of which favorably impact participants' professional growth.

6. Problems of incentive mechanisms of human resource management in Sichuan University for Nationalities for administrators

It is indicated that the administrators rated the problems of Incentive Mechanisms of human resource management in Sichuan University for Nationalities at the high level. Firstly, most administrators indicate that they are satisfied with the methods used to recognize your position and performance (Item 12) has the high impact on incentive mechanisms of human resource management with $\bar{X} = 4.27$, $SD = 0.23$. Secondly, most of administrators indicate that the university effectively acknowledges and values your contributions (Item 11) has the high impact on incentive mechanisms of human resource management with $\bar{X} = 4.25$, $SD = 0.26$. Thirdly, a few administrators indicate that the criteria for position recognition are communicated clearly and fairly (Item 14) has the high impact on incentive mechanisms of human resource management with $\bar{X} = 4.10$, $SD = 0.35$.

The conclusion for rewards, employee satisfaction with the university's rewards and incentives is notably high.

Employees are pleased with the variety of rewards (mean score 4.18) and find them fair and effective in recognizing contributions. Additionally, the clarity and consistency of reward criteria are rated highly (mean score 4.23), reflecting confidence in the transparency of the system. Overall, the reward programs are well-received and contribute positively to employee motivation and satisfaction.

DISCUSSIONS

1. The problems of Incentive Mechanisms of human resource management in Sichuan University for Nationalities

First, the study draws attention to a number of particular problems with the incentive systems, such as unequal incentive distribution, a lack of transparency, low motivation, and a mismatch between the incentives and the strategic objectives of the university. For instance, unequal incentive distribution can cause discontent among staff, faculty, and students, which lowers their engagement and motivation. Furthermore, if the standards and procedures for giving incentives are opaque, stakeholders might not comprehend or have faith in them,

which could result in internal mistrust and conflict.

These major issues also have a substantial effect on various groups. Students' motivation may drop if they believe the scholarship distribution process is unfair, which could have an impact on both their academic performance and the campus community as a whole. Teachers may have lower job satisfaction or even lose talent if they believe that the distribution of performance bonuses or career advancement opportunities is unfair. The motivation of administrative staff members at work and their long-term career planning may be adversely affected by an unequal workload and compensation, in addition to a dearth of opportunities for professional growth.

The results of the study also point to the issues' long- and short-term consequences. Short-term effects of these issues could include low morale, decreased output, and even internal strife. Long-term, these problems might make it harder for the university to draw and keep talent, impair its operational and academic performance, and impede its progress toward accomplishing its strategic objectives. Determining whether these problems are specific to Sichuan

University for Nationalities or represent a larger trend can also be accomplished by contrasting these results with those of other organizations or earlier research.

The human resource management study Samari (2019) indicated that innovative Human Resource Management (HRM) is a widespread practice among educational entities of today. With the goal of increasing employees' motivation towards increased productivity, educational entities are seeking to apply themselves to various incentive mechanisms. Studies suggest that incentives play a key role in influencing employee performance. The purpose of this research is to analyze the incentive mechanisms of human resource management in educational institutions, and to find out the effect of employees' motivation on organizations and the different types of motivations. The paper also brings to bear insights on what motivates employees to work better for the overall benefit of an organization. The results of the study indicated that for employees to put in more extra efforts is based on the incentives they receive which motivates them to perform better. The study suggested ways by which incentive mechanisms can be improved in Ashesi University. The study also recommends

the human resource management should develop effective human resource practices through an appropriate rewarding system, as well a good performance management system, with effective monitoring and supervising teams.

2. An incentive mechanism for human resource management for Sichuan University for Nationalities

Several important issues are brought to light by the Sichuan University for Nationalities research on the incentive mechanism for human resource management. Although the system aims to incentivize and recognize teachers, staff, and students, issues with efficiency, equity, openness, and consistency with the university's strategic objectives have surfaced.

According to the findings, there may be discrepancies in performance and engagement because not all stakeholders are being sufficiently motivated by the incentives. Concerns have also been raised concerning the fairness of the reward distribution, as some groups believe the system is biased, which can lower morale and undermine trust. These problems are made worse by the opaqueness of the incentive allocation process, since ambiguous procedures breed mistrust and discontent.

Furthermore, the study suggests that the incentives might not be entirely in line with the university's long-term goals, which could make it more difficult to accomplish more ambitious objectives. The institution's capacity to promote excellence in research or other strategic priorities may be weakened by this misalignment.

According to the study He (2019) indicated that under the in-depth reform of the personnel system of public institutions, the importance of the incentive mechanism of human resources management has become increasingly prominent. The effective use of the incentive mechanism will directly affect the work status of the employees of the public institutions, stimulate the enthusiasm of employees, and promote employees to improve work efficiency. However, the effectiveness of the incentive mechanism for human resources management in China's public institutions has not been fully exerted, and the enthusiasm of employees in some institutions has been affected more or less, even hindering the stable development of institutions and the improvement of work efficiency. On the basis of expounding the role of incentive mechanism, this paper analyzes the problems existing in the human

resources management of public institutions and measures to improve the incentive mechanism, hoping to promote the development of human resources management in public institutions in China.

Lu (2024) concluded that incentive mechanisms, akin to the magic wand of human resource management in public institutions, ignite employees' enthusiasm with their dual allure of material and spiritual rewards. They attract and solidify talent, foster a sense of belonging among employees, and concurrently propel their personal growth and career development, thereby composing a new chapter in the overall performance of the organization. The operational mysteries of this mechanism in public institutions, aiming to provide strategic guidance and practical insights for creating a more efficient and scientific human resource management system. It seeks to guide public institutions in navigating the waves of talent in this era, forging ahead with innovative solutions.

KNOWLEDGE AND INNOVATION

The incentive mechanism guidelines for human resource management for Sichuan University for Nationalities were shown in Figure 2:

1. Introduction

Frequent Benchmarking:

Every year, compare the university's pay scale to that of other similar-sized and -focused institutions.

Clear Salary Review Procedure:

Establish a methodical and clear procedure for reviewing salaries.

Merit-Based Revisions:

Verify that any changes to salaries are determined by merit.

2. Reward Systems

2.1 Diverse Reward Offerings:

Create a system of rewards that offers a range of incentives, including extra days off, public recognition, bonuses, awards, and chances for professional growth.

2.2 Equitable and Discretionary Award Standards:

Establish criteria for rewards that are precise and consistent. Make sure that every employee is aware of the clear and concise process for receiving rewards.

2.3 Reward System Regular Review:

Review: Review and update the reward programs on a regular basis to make sure they are still applicable and in line with the objectives of the university and its employees.

3. Promotion Opportunities

3.1 Transparent Promotion Process:

Establish a transparent promotion process that makes all employees aware of the criteria for advancement and makes them explicit.

3.2 Promotions Based on Merit:

Make sure that promotions are granted based on merit, taking into account various aspects like leadership potential, performance reviews, and contributions to the university.

3.3 Opportunities for Career Advancement:

Provide staff members the chance to gain the knowledge and expertise required for a promotion through professional development courses, leadership training, and mentoring.

4. Position Recognition

4.1 Timely and Meaningful Recognition:

Put in place a system for recognizing staff members' accomplishments that is both meaningful and timely.

4.2 Compliance with Accountabilities:

Make sure the employee's responsibilities and the results of their work are reflected in the recognition they receive. Workers ought to believe that their efforts are fairly recognized.

5. Performance Appraisal

5.1 Establish transparent, equitable, and fair performance appraisal criteria that are in line with the strategic goals of the university.

5.2 Constructive Feedback: Make sure that employees receive constructive feedback during the appraisal process to help them recognize their areas of strength and growth.

5.3 Connecting Promotions and Awards with Appraisal: To guarantee that top performers are acknowledged and rewarded fairly, integrate performance evaluations with the processes for promotion and rewards.

6. Career Development

6.1 Various Development Opportunities

Opportunities: Provide a variety of programs for career development, such as academic opportunities, training workshops, leadership development, and mentoring.

6.2 Alignment with Career Goals

Goals: Make sure that opportunities for career development meet the needs of the university as well as the goals of the individual in terms of their career.

6.3 Supportive Counseling Services

Services: Make career counseling services available to staff members so they can plan their professional development and overcome obstacles in their careers.



Figure 2 The incentive mechanism guidelines for human resource management for Sichuan University for Nationalities

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