The study on the management of labor relations of teachers in private colleges and universities

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Abstract: With the promulgation and implementation of the labor contract law and the law on the promotion of private education, the study of labor relations, especially the discussion on the management of labor relations of private colleges and universities, has become a hot topic. As an important part of the main body of higher education in China, private colleges and universities are facing more and more fierce competition, and there are more and more problems facing teachers' labor relations. How to solve the problems in the management of the labor relations of private university teachers and to construct a harmonious and stable labor relationship of private university teachers have become the key to the sustainable development of private colleges and universities. This paper puts forward feasible suggestions from three aspects: macro, meso and micro, so as to help private universities find reasonable solutions to problems.

1. Introduction
Private colleges and universities are an important part of China's higher education. It is an innovation and practice of the mode and mechanism of higher education in the new situation. With the rapid development of private universities, there is also a bottleneck for development. The full-time teachers are not enough for high level teachers, teachers are not stable, teachers have a large flow rate, and the labor relations of private colleges and teachers have obvious variability. These problems have always plagued the managers of private colleges and universities and hindered the development of private colleges and universities. In order to achieve sustainable development in the wave of competition, private colleges and universities can only follow the planning of national education development, strengthen the initial heart of running a school, innovate the training and construction of the teachers' team, change the management system of labor relations, and form a stable and firm team of teachers with unity and cooperation, solid rock and positive progress.

2. Private university teachers labor relations management problems analysis

2.1. problems existing in the management of labor relations in private colleges and Universities
The management system of labor relations in private colleges and universities has been improved and perfected. Although the teachers' team has been stabilized to a certain extent, there are still many problems, which affect the development of private colleges and universities.

2.1.1. the understanding of the labor contract is not comprehensive
Since January 1, 2008, after the formal implementation of the new labor contract law, most private colleges and universities have realized the importance of labor contracts and the necessity of signing labor contracts with teachers. But the true meaning of signing the labor contract is not fully understood and not profound enough. Some private colleges and universities are contrary to the labor contract law, and the provisions on the labor contract are added to the reasonable and legitimate content, causing labor disputes. What's more, in some underdeveloped areas, there are still illegal acts of private universities and teachers not signing labor contracts.

2.1.2. the willingness to participate in social insurance is not strong enough, and the level of insurance is not high

The funding of private universities is due to tuition fees, which results in heavy burden on colleges. Some private colleges and universities do not take the initiative to participate in the protection of the teachers, unless some teachers are proposed to be insured, and the insured base is low. Generally, the insurance fee is paid in accordance with the local minimum level. Some teachers, in order to continue their work in private colleges and universities, have turned a blind eye to the practice of schools and have encouraged the irregularities of private colleges and universities. The fundamental interests of teachers are not guaranteed, and hidden dangers for unstable labor relations.

2.1.3. there is an opportunity psychology in the early management of labor relations, causing labor disputes

Private colleges and universities didn't pay enough attention to the labor contract law until they signed a labor contract. Not signing labor contracts, signing contracts not paid insurance, low insurance base selection, not paying wages according to contract, not strict procedures and so on, resulting in a series of labor disputes, which affect the reputation of the college, and also affect the introduction of high level and high-quality talents.

2.1.4. the rights and status of teachers can not be guaranteed. The assessment of teachers is not scientific and unreasonable

The vast majority of private colleges and universities carry out the basic old-age insurance system for staff and workers, while the public institutions implement old-age insurance system for institutions and institutions. The payment base, payment ratio and accounting of the two systems are different, so the pension that teachers receive when they retire is different. Both private and public colleges and universities are teachers and bear the great responsibility of teaching and educating people, but there is a great difference between the accreditation and authority of the teachers in the two types of organizations. This leads to the inequality of "equal pay for different workers and different jobs". The funds of private colleges and universities are limited, in the examination of teachers excessively harsh, evaluation index and Behavior Alienation, evaluation system is not sound, bring great pressure to the teachers' psychology, which also leads to the early end of the labor relations of private colleges and teachers.

2.2. private university teachers labor relations management problems analysis

2.2.1. the "Private Education Promotion Act" is more formal than the implementation, and the legitimate rights and interests of teachers can not be guaranteed

Private college teachers are always ready to go to public schools even if they have the chance, even if they are public schools. The law of promoting private education in China has been implemented since September 1, 2017. It has narrowed the gap between public and private teachers to a certain extent. It has played a positive role in the rapid development of private colleges and universities, but the relevant policies and regulations are still different in the specific implementation. For example, some national subjects restrict the participation of private colleges and universities, and the treatment of private colleges and universities is quite different from those of public colleges and universities. The
government has less or no support for all aspects of private colleges and universities. These problems do not solve the problem of the fundamental interests of teachers in private colleges and universities, and the legitimate rights and interests of teachers can not be guaranteed. Many teachers prefer to choose high wage business and give up teaching and educating people in private colleges and universities, the labor relations of private colleges and teachers are difficult to continue, let alone the establishment of a high level of stable teachers, the more difficult.

2.2.2. the role of trade unions in private colleges and universities is not large enough to protect teachers' rights and rights
Trade unions are the working-class masses organized by the working class to maintain their political and economic interests voluntarily. The main intention of the establishment of a trade union organization is to negotiate wages, wages, working hours and working conditions with employers.

After the promulgation of the new trade union law in 2001, it aims to adapt to the new situation and summarize practical experience and make some supplementary provisions on the establishment of trade unions of new organizations, the protection of the legitimate rights and interests of workers and trade union cadres, the collection of trade union funds and the sanctions against the lawful rights and interests of trade unions. The center is to highlight and strengthen the trade union dimension. The function of protecting the legitimate rights and interests of the staff and workers. However, the unions of some organizations exist in name only, and the actions of omission and chaos are serious. Private colleges and universities are non-profit organizations, and work in colleges is an important organization. Only by giving full play to the function of the trade unions of private colleges and universities can we solve the employment contradictions, safeguard the legitimate rights and interests of teachers, arouse the enthusiasm of the teachers and stabilize the labor relations.

2.2.3. some private universities pursue short-term interests and violate teachers' psychological contracts
The generalized psychological contract refers to a series of intangible, implicit and unwritten expectations that exist between the organization and the members. It is the psychological expectation that there is no formal written rule at all levels and among the members at any time in the organization. The psychological contract in a narrow sense is the belief that employees take the relationship between themselves and the organization as the premise, on the basis of commitment and perception, and of the responsibilities and obligations formed between themselves and the organization. Private colleges and universities in order to save the cost of running schools, ignore the training of young teachers and new teachers, in the construction of software and hardware, can be less and low, just emphasize that teachers are fully engaged in the work, not to talk about the commitment and blueprint of the recruitment interview. After a period of work, the teacher can not see the hope, can not feel the improvement, can not get the promise of cash, will lose confidence in private colleges and universities, go away. In addition, the management of private colleges and universities "enterprise management" thought is serious, one person said that the administrative order is often higher than the task of teaching scientific research, so that teachers rarely communicate with the leadership, more will not respond to the voice of teachers. Over time, teachers' dissatisfaction and resistance to private universities pile up more and more, and gradually lose their sense of ownership. This mutual lack of satisfaction or recognition also leads to the early termination of labor relations between private colleges and universities.

3. Private colleges and universities to build harmonious and stable labor relations with teachers
The state has issued a good policy to promote the development of private colleges and universities, and the promulgation of relevant laws to protect the rights and interests of private colleges and universities can be described as "everything is ready, only the east wind." Only by establishing a stable and high level of teaching staff can private colleges and universities develop and grow rapidly in the wave of reform. At present, the construction of a harmonious and stable labor relationship with teachers is the
most important part of private colleges and universities, and it is also the key to determine the health and sustainable development of private colleges and universities.

3.1. **macro level -- government and society**

**3.1.1. establish and improve the support and management mechanism for private colleges and universities**

The law on the promotion of private education makes clear provisions; the guidelines for private education in the state are actively encouraged, correctly guided, strongly supported and managed according to law, and the people's governments at or above the county level can support the schools by setting up special funds and giving funds and other measures. This provides the corresponding policy basis for the government's responsibilities and actions in private higher education. The departments in charge of education at all levels really attach importance to the construction and development of private colleges and universities, strengthen the efforts to co-ordinate funds for private colleges and universities, conscientiously carry out the policy and policy, and give a moderate inclination to private colleges and universities. The key for the government to do a good job in supporting the development of private colleges and universities is to implement the relevant policies and mechanisms.

**3.1.2. establish the equal status and qualifications of teachers in private universities and public universities**

"Private Education Promotion Law" twenty-seventh provisions: "private schools teachers, educated and public schools teachers, educated people have the same legal status"; the thirty-first provisions: "private school staff in business training, job appointment, teaching age and age calculation, commendation awards, social activities and so on. In accordance with the law, it enjoys the same rights as the public schools and staff members. "The plan for the reform and development of the national medium and long-term education (2010-2020 years)" clearly puts forward, "implementing the legal status of the equality of private schools, students, teachers and public schools, students and teachers in accordance with the law, and ensuring the autonomy of private schools." To clean up and correct all kinds of discrimination policies for private schools, and to formulate and improve preferential policies to promote the development of private education. The government should speed up the pace and realize the equal legal status of private college teachers and public college teachers as soon as possible. We should pay attention to the growth and development of teachers in private colleges and universities, create an equal environment and treat them equally with the public colleges and universities in the aspects of title evaluation, social security, evaluation, and project declaration, and enjoy equal remuneration and welfare benefits.

3.2. **meso level - schools and trade unions**

**3.2.1. private colleges and universities should change their understanding and build interactive labor relations**

The administrators of private colleges and universities should attach importance to teachers, regard teachers as quality and indispensable resources rather than labor instruments and establish long-term cooperative and interactive labor relations. Teachers pay more attention to psychological contract and pay more attention to emotional retention. Private colleges should set up teachers' development goals reasonably and help teachers do well in their career planning. Under the guidance of the school development strategy, teachers make full plans for long-term development according to their personal circumstances and goals. The integration of school development and teachers' personal promotion together to form an interactive cooperative relationship can effectively reduce the degree of target deviation and turnover risk.

**3.2.2. private colleges and universities strengthen the management of teachers' labor relations**
Private colleges and universities should constantly improve the school management system and standardize the management of labor relations. We should set up a set of scientific and reasonable rules and regulations for teachers' growth and development and do a good job in implementing the policy that concerns every teacher's vital interests. Rationally set up teachers' proportion and professional structure, absorb special talents through various channels, improve all kinds of welfare and retain talents, make all kinds of competition promotion mechanism to encourage teachers, and train teachers' sense of belonging, family and recognition to the school. Only in this way can we ensure that teachers have no worries, stabilize the ranks of teachers, and promote the healthy and orderly existence of labor relations.

3.2.3. give full play to the functions of teachers' Congress and trade union
The trade union organizations in private colleges should go to the administrative level and really assume the heavy responsibilities of the trade unions in safeguarding their employees. The trade union is not a subsidiary organ of an administrative level, but an organization that independently participates in coordinating the relationship between workers and employers. The trade unions of the private colleges and universities should take the initiative to care for the employees, understand the employee's dynamic and demand, transfer the ideas of the staff to the school effectively, play a maintenance role for the employees and play the role of supervising and supervising the school. The trade unions of private colleges and universities should fully understand and utilize the three-part coordination mechanism, build a harmonious and stable "college teacher" labor relations, guarantee the stability of labor relations, and ensure the benign development of school running.

3.2.4. standardize teacher recruitment, training, inauguration and resignation procedures.
Human resource management is a systematic work. From human resource planning, recruitment and allocation, training and development to performance assessment, salary management and labor relations management, it is an organic procedure. Problems in a certain link will affect the normal play of other functions. Private colleges and universities should standardize the work of teachers' recruitment, training, inauguration and turnover, including the process of recruitment, reception services, information collection and so on. The design of the training content, the selection of the training object, the control of the trainers, the job arrangement, the layout of the working environment, the coordination of working relations, and the performance appraisal. We should be scientific in terms of means selection, salary distribution, and so on. Whether or not the labor relationship is stable will put forward high requirements for every human resource management process.

3.2.5. the optimization of system management, based on human based management
Private universities should implement people-oriented management and embody human centered. People are a kind of resources. Private colleges and universities invest more and pay more for teachers. Private colleges and universities should understand the different needs of teachers at different levels and provide discriminatory treatment and preferential treatment to new teachers, teachers for three years, and teachers with longer inauguration time. In particular, the salary payment time, the welfare treatment category, the housing condition, the related supporting working conditions and so on, should take the humanized management measure. According to Maslow's theory of hierarchy of needs, these are all projects to meet the needs of teachers' physiological needs. For many teachers, it is important for the stability and maintenance of labor relations if they can get more satisfaction in this area. Private colleges and universities need many teachers to provide opportunities and platforms for learning and promotion, so as to help teachers achieve higher goals.

3.3. micro level -- teachers themselves

3.3.1. study campus culture, enhance self-awareness and achieve common growth with private colleges and universities
The private university teachers should fully understand and recognize the culture of the school when they enter the job. On this basis, they should make their own educational career planning, and form the cooperative development of private colleges and teachers. Teachers should constantly learn not only the enrichment of professional knowledge, but also the perfection and improvement of teachers' moral and educational responsibilities. The continuity of education and the stability of teachers have a great influence on students' learning. It is also essential for sustained and stable development of private colleges and universities. Now that we have chosen to be a teacher, we should do well in psychological preparation for continuing teaching and educating people. Instead of treating other jobs, we can "fish for two days in three days." Teachers should also understand that education has a great responsibility and can not be ignored and despise. The improvement of psychological quality, spiritual realm and professional knowledge of teachers in private universities can effectively solve the problem of labor relations between private colleges and teachers.

3.3.2. strengthen communication and effective feedback information
The teachers of private colleges and universities can not react passively. They should communicate with the managers actively and feedback their feelings, feelings and requirements to the school in time. It is convenient for the school to master the teacher's dynamic and adjust the rules and regulations in a more comprehensive way. At the same time, teachers should be responsible for the management of private colleges and universities, put forward suggestions and suggestions with the identity of the master, and help the school improve the teaching environment and improve the management efficiency. Good, orderly and active dual-item communication is a necessary way to maintain labor relations. Strengthening communication can also solve problems in the management of labor relations in a harmonious and mutually beneficial way.

4. Conclusion
The construction of harmonious and stable teachers' labor relations is an important factor for the sustainable development of private colleges and universities, and the maintenance of good labor relations can make the development of private colleges and universities have no worries. However, the competition in the higher education market is fierce. If the private colleges and universities do not pay attention to teachers, pay no attention to the establishment and survival of stable labor relations, and the lack of hardware conditions of private colleges and universities, the loss rate of teachers will be higher. Education is sustainable. The development of private colleges and universities depends on the coordinated development of the three dimensions of the macro level government and society, the middle level schools and the trade unions and the microcosmic teachers themselves. In order to solve the problems in the management of labor relations and promote the continuous and healthy operation of the labor relations management of private colleges and universities.

Acknowledge
This study is supported by the Chinese Ministry of Education Humanities and Social Sciences Fund (16YJA630029), Program for Innovative Research Team of Guangdong University of Foreign Studies South China Business College (Team number: 2018TD05) and key project of Guangdong Academy of Education (GDJY-2015-D-a006).

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