Research on Construction of Incentive Mechanism to Deal with College Counselors’ Burnout

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Abstract

The burnout of college counselor is a key issue that the current instructor construction faces, to the physical and moral integrity and college student quality of instructor fosters and even the effect of spirit education for college students is having the negative impact. The burnout origin of instructor has internal level, by external factor influence. Must alleviate the burnout of instructor, the university should start from the environmental enhancement drive and standard examination mechanism and optimized young mechanism and perfect official rank upgrading mechanism and other aspects.

Keywords. college counselors, job burnout, incentive mechanism

1. INTRODUCTION

Job burnout is known as the "job burnout" or the "vocational exhaustion", is by the American psychologist, Freudenbergerin 1974 published in the occupational psychology "job burnout" first proposed in the article, used to describe the individual help others industry continued to experience emotional exhaustion, lack of passion, reduced work sense of responsibility and a sense of accomplishment, and a series of negative symptoms. Maslach and Jackson scholars after the burnout described as "a state of physical, emotional and mental exhaustion, characterized by loss of the body and constant fatigue, helplessness and hopelessness, negative self-concept, and negative attitude towards work and life", that is, from emotional exhaustion, impersonal, low sense of achievement can be summed up in these three core dimensions of job burnout.

College Counselors carry out ideological and political education as the main force and backbone, its counselor burnout for their own growth, the quality of students, the effect of moral education in colleges and universities play a significant negative effect. Discussion burnout from the perspective of optimization incentives Counselors has important practical significance.

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2. The influence factors of job burnout of university counselors

2.1 Internal cause analysis of job burnout of university counselors.

2.1.1 Overworked.

According to the ordinary institutions of higher learning counselor team construction regulations requirements: "institutions of higher learning in general should not less than 10 student-faculty ratios according to the proportion of set, specialized subject is a full-time counselor position." But in reality, many counselors of class students is much more than 200 people. On the other hand, as a result of college expansion and surge in the number of students, as long as with student affairs related to the counselor to complete. Students graduated from the school to report for duty to leave the stage, construction of the ideological education, psychological counseling, group award frequently help loan, disciplinary process, activities, all kinds of test organization, discipline, attendance, home health, etc. Much of the work, practice and employment counselor to implement and in addition to cope with a growing number of daily management work, the counselor or student security "direct responsibility", always ready to deal with various emergencies, the long-term heavy burden of responsibility, makes counselors often is in nervous condition, easy to produce physical and psychological fatigue.

2.1.2 Conflict that the work role multiplication causes.

To assume the role of the present situation, the counselor pluralism, in the practical work plays a multiple identities: all kinds of notice of liaison, disposal of emergency firefighters, commander of all kinds of student activities, student employment salesman, answer the questions of the students and parents daily consultant, help solve the difficult problem of student life philanthropist, responsible for the dormitory dormitory member of the interior, the costs of all kinds of cashier, assist the financial sector recovered, owe dunner, etc. In addition, instructors also play the role of the family and their own, the professional characteristics of student work requires them to transform between the different role, according to the circumstance for a long time of energy distribution of counselor work not rest in the center of gravity, a conflict often appear dislocation, vacancy, phantom and offside inappropriate role migration phenomenon, added to their own work lost and confused.

2.1.3 Job satisfaction is not high.

The duty of instructor mainly includes the ideological and political education, the political organization construction, the studies instruction, everyday concerns management, the education on psychological health and consultation and crisis deals with, career planning and career guidance and other aspects, the ideological and political education is the master line, passes through in the middle of other responsibility. But in the reality, the job category to instructor and functional orientation of school is not clear, simple and crude works to be equal to the instructor in the student business management, jumbled together the instructors and
general labor industrious personnel, cannot match with the status of officer teacher. The work center of gravity of attend to trifles to the neglect of essentials deviates, making the instructor sense of achievement reduce, dampens its working initiative.

2.1.4 The lack of professionalism and ability.

On the one hand, is a professional position is not accurate. As the employment situation is increasingly serious and the enlargement of employment pressure, part of choosing a career is just "settling" and choose the counselor work temporarily, these people lack the enthusiasm and solid thought foundation, worry longtime counselor work will affect the future development, worry about older gradually is not easy to adjust the position, just put the counselor work as a "springboard", not really love this job. Career cognitive deviation, bound to lead to reduce work inputs, weaken the occupational consciousness and sense of responsibility, inefficient. On the other hand is the result of personal knowledge and experience insufficient reserves. From the age of college counselors is relatively young, experience is shallow; Look from the knowledge structure, many counselors do not have a marxist, ideological and political education, psychology and pedagogy and other related professional background, the theoretical level is not high, coupled with the lack of corresponding training and professional, practice accumulation deficiency, lack of work experience and skill, cause when faced with a more difficult problem students old way doesn't work, the new method, processing is difficult to deal with, feel overwhelmed and the commitment of high expectations and the actual effect of the gap between young instructors prone to job burnout.

2.2 External cause analysis of job burnout of university counselors.

2.2.1 Occupational prestige low.

"Higher school teachers and counselors is an important part of our management team, has the dual identity of teachers and cadres." Instructors should be saddled with high social expectation, and the ideological and political education work is often neglected, actually there are looked down upon the counselor job. Almost all administrative functions will be counselors as a "tiger balm", who can talk to the counselor and task assessments; Full-time teachers think counselors work no technical content, just "move, form", what professional background and education levels of people can be engaged in the work; Even the service objects—college students also think that only will not be able to go to a podium or do not learned to do this line. Instructors are often "marginalized", has become the weakness of teachers, cadres of the alternative. Counselors high investment efforts cannot get the recognition and support, to its thoughts have great impact, leading to the emergence of job burnout.
2.2.2 The assessment mechanism is not perfect.

Presently university's job evaluation to instructor presents the following characteristics: Heavy dominance, light stealth; Heavy result, light process; Purely reset or imbalance quota. If the judge and attorney take settling a lawsuit end as the work, the construction worker takes being completed as to complete the task, compared with, the work of instructor is" unbounded ", has the extension characteristics on continuity and space in time. The matter of student does not have the minor matter, the instructor 24 hours need to maintain starting in order to process various situations promptly, do not have the difference of obvious coming and going to work. The student work in the final analysis is "Run thin silent" cultivating talent work, the ideological-political quality of student in one single day cannot improve considerably. The instructors have usually paid enormously laboriously and diligently, may very much because an accident or a negligence cause all work overall to be denied. The hard work of instructor cannot obtain the judgment of fair science and the appearance of burnout is also inevitable.

2.2.3 Career development by squeezing.

Currently, the vast majority of counselors in career start and sustain career stages, hoping to prove himself, and counselors all day be buried in the complex transactional work, often in the "two eyes opened, busy lights out" state. On the Titles Evaluation, counselors little time and energy on academic research, scientific research, teaching achievements less, far behind professional teachers; in administrative job promotion, part counselor management universities, training institutions and policies are not sound by the preparation and post and other unforeseen factors, behind the administrative staff; in charge of learning, colleges and universities in resource allocation tend to post high, high title personnel, counselors few opportunities to participate in, or training stale content, untargeted, formal implementation. Follow the narrow path of career development, the pursuit of "self-realization" is difficult to meet the psychological needs, counselor enthusiasm greatly frustrated.

3. Improve the incentive mechanism, mitigation counselor burnout.

American psychologist William James's research shows that: the same one after through sufficient incentive role of incentive before 3-4 times. Perfect the counselor team construction of incentive mechanism, effectively relieve counselor job burnout, stimulate the counselor's initiative and creativity, is the counselor team construction of professionalization and specialization development of urgent need.

3.1 Incentive to improve environment, and improve the counselor's professional identity.

3.1.1 Strengthen the humanistic care and meet the needs of the respect.

The university superintendents must penetrate one, listens attentively to the aspiration of instructor, understands and grasps their ideological statuses and psychological demands that helping the instructor solve the practical difficulty sincerely, the sincerity watches the growth and development of instructor. Must strengthen the exchange and director with instructor in
the work process, respects the personality and individuality, multi-faced the ever-increasing 90, Cenozoic young instructor after especially as cannot serve with the coercive policy constantly. Uses the multiple forms carriers, propagandizes the positive image of importance and instructor of student work, carries out comment of instructor to comment superior and commendation activities first, sets the advanced example, builds the benign competition of team, the sense of achievement and sense of pride that the enhancement instructor works.

3.1.2 Reduces the role overload, defines post responsibility.

Clear role positioning is the premise and foundation of counselor work productively. University managers to work out the work scope and work target that rationalize and docking procedure between the functional departments, to involve the student daily management of the classified subdivision and responsibilities, avoid working functions of the role and unlimited extension of generalization. Let instructors from the cumbersome and repetitive clerical work, make sure there is enough time and energy around the student thought political education work the core, enhance autonomy and control, reduce or prevent too many ACTS as the role of job burnout psychology.

3.1.3 Optimization of distribution system, the realization of reward is relatively fair.

The stable income, the good welfare and comfortable working conditions are the instructor can the basic guarantee of warm full investment work. The university should act according to own development situation and paying capacity, establishes and improves to manifest the salary system of instructor job responsibility, ability and achievement, wants to consider earnestly the particularity of college moral education work, implements "the superior Lao You reward", the average income level of professional teacher the performance salary overall of instructor is not lower than the same level and ensure instructor team overall real income "has the fairness internally, outward competitive".

3.2 Standard evaluation system, guarantee the comprehensive development

First, a clear assessment content. College counselor positions according to the characteristics of the establishment of scientific and standardized evaluation system. The appraisal of the counselors can be divided into two daily work and special work module, which in turn subdivided into two modules of different indicators, such as daily work may include ideological and political education, daily management, study, construction, security, education and other indicators; special working student module can be provided with incentives to work, train student leaders, student caucus building, cultural activities on campus, internships and graduate employment, handle emergencies and other indicators. Clear assessment objectives allow counselors clear direction and focus of the work to reduce blindness and annoyance.

Secondly, the assessment should be operationalized and accuracy. Ideological and political education is a gradual and systematic project, some educational effect might be immediate, but more often after many, many depicting it paid off. Some counselors work can be
quantified, such as classroom attendance, the real situation of the students Grading research, evaluation first award, praise and discipline and so on; and as caring and helping students ideological guidance, psychological dredge and other quantitative analysis cannot be Evaluation counselors merits and demerits; Similarly, the counselor's own political and ideological quality, leadership and management skills, organizational skills, research ability, also cannot simply be measured in numbers. Therefore, we must adhere to the assessment of quantitative and qualitative assessment evaluation combined objective assessment and evaluation process combining explicit and implicit assessment examination combined with the usual year-end assessment and evaluation phase knot, to avoid single evaluation brought sidedness, so the macro and micro, and the overall integration of the details to ensure a comprehensive evaluation and assessment and objectivity. Scientific evaluation criteria can reduce the negative impact of counselors and mental imbalance, a clear understanding of their strengths and weaknesses, help relieve work stress and psychological stress, reduce burnout.

Finally, the results of the assessment should be timely feedback. Press the "morality, ability, diligence, and achievements, inexpensive," the actual situation assessment, performance pay with a counselor, personal appraised, directly linked to the annual assessment, etc., as part of its professional titles appointments, administrative job promotion, training and sending all kinds an important basis for rewards and punishments. Work performance and outstanding performance, should be awarded, promoted reuse; and other times for incompetent implementation of the bottom undergo learning, exchange rotation system that will not fit on the instructor staff positions phased out. The pros and cons, the rewards and punishments, to break the "more or less a kind, a kind of new" pattern, and gradually improve the professional sense of belonging and loyalty career counselor.

3.3 Insist on the principle of "essence education", to improve human capital.

One must implement "please come, walks" the idea, insisted before the post, trains persistent effect training mechanism that daily training, special training, whole staff training and backbone training unify, establishes in administrative levels, the multi-form and normalizing training system. Regarding being in the instructor of burnout initial period, must enable them to grasp fundamental method and skill that and other university student education and management related policy and laws and student work professional skill and instructor work the professional knowledge, the transformation role, meets the post request as soon as possible. Carries out the ideological and political work practice, the political organization construction, the professional career planning and career guidance and psychologically healthy consultation and network ideological and political education and crisis processing and other special training and deliberations, helping the instructor further master the related strategy and skill, helping them obtain the feeling of satisfaction of the personal development and self-realization. Creates the condition to detail the outstanding instructor to participate in provincial level and state-level study, to inspect and exchange, updates the idea and knowledge of instructor, adjusts the body and mind that enhances the professional skill.
Two must actively promote the ideological and political education theory and practical research, enhances the research capability of instructor. The university must encourage and support the instructor to report and continue various ranks the relevant research topics. Has the school of condition to put in certain funds, sets up the instructor special topic, and gives the corresponding subsidization and reward. The majoring in engineering department must play the guidance role, builds the instructor research team to promote for instructor the academic accomplishment and research capability of carries on "biography, gang and belt".

Three must promote the school record (degree) level, is instructor individual occupation following development provides the support. The university should actively encourage the instructor to study the ideological and political education and psychology specialized or other related specialized master and doctorate, supplements with the school expense and travel expense to reimburse, reduces work load and other preferential policies and measures, improves the knowledge structure and school record structure of instructor team, making him be engaged in the ideology and strengthen ability and level is continually promoted, gradually develops to the professionalism and expert direction.

3.4 Improve the mechanism of "rank promotion", open channels of professional growth.

To solve the problem of the rank promotion to the counselor. On the title appraisal, colleges and universities should be “three single” : sequence, index, review alone, that is to set up the "ideological and political education" professional title sequence, the establishment of independent full-time counselor professional title evaluation committee, macroeconomic regulation and control by the school will be independent from the departments at the grass-roots level appraisal indicators, single set highlight the characteristics of college students' ideological and political work of the evaluation standards. On the administrative promotion, colleges and universities according to the counselor's work performance and fixed number of year, the assessment results, such as conditions, set up the other, are family, place pair place, in grades and different levels of the counselor post, provide space for the development of the counselor. Improve the counselor job title promotion mechanism is the key to solve the counselor trouble back at home, will largely enhance the counselor job appeal.

The rational flow, to promote the multi-dimensional development. The university should need and individual condition and ambition according to the practical work, the multi-ways solve the instructor "export" issue. To outstanding instructor who is willing to be engaged in the student work for a long time, must actively create the condition the expert who they train the ideological and political education, takes the professionalism and specialized path. Has other strong teaching, the research capabilities or job conditions, tallies after the inspection is transferred to another post the instructor of request, should arrange to the teaching and management position orderly. In addition, but can also select and provides the outstanding instructor exchange the exercise to the local department, maintains the overall vigor of team.
4. Conclusion

The influencing factor of instructor burnout is complex diverse, has for the entire society, there is a university level, with instructor own related, by the influence of student work characteristics. Studies the burnout of instructor, formulation and improvement corresponding incentive mechanism, wants, to have the mood insightful, as well as to grasp the historical characteristics, constantly enhances the status approval and occupation approval that the instructor works, to promote the specialized development of instructor construction.

Reference


