Research on Engineering Type University Management Pattern Based on ERG Theory

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Abstract — ERG theory has been widely used in modern management, and plays an important role. This article will discuss the application of ERG theory in the management of colleges and universities. We hope that by analyzing and drawing lessons from successful experience in enterprise management, ERG theory application can be the more fair and reasonable and efficient management model of colleges and universities. First the related basic knowledge of ERG theory should be understood and then fully analyzed, and it plays a good role in work. Happiness model is established based on the theory of ERG. The basic ways of management model based on the theory of ERG is found. Namely it primarily focuses on the present situation of the managers, and analyzes ERG need by managers, and then explores the methods to meet the demands by managers, to finally form a series of management strategies and patterns. The innovation in this paper is that the management model of colleges and universities not only contains the teachers and students, but also covers the logistics services personnel, management personnel and the personnel. The current staff in colleges and universities is involved at the same time.

Keywords - ERG Theory; Needs Analysis; Management Model; Incentive

I. INTRODUCTION

Management theory has developed from the traditional management theory to the modern management theory and has made a major breakthrough entering the era of human resource management and development. Modern human resources management puts emphasis on people, respects the personality, gives full play to their individual potential and creativity, and pays attention to meet the needs of personal growth. It’s the height of the enterprise core values. As the first factor in the management system, human resources is scientific, effective and reasonable, and it plays an important role for the enterprise’s economic and effective development. Modern human resources at the core have increasingly focused on the staff's incentive problems. has increasingly highlighted its advantages in numerous incentive theories based on Maslow's hierarchy of needs theory. Yale University Clayton, ORR Dever (Clayton Alderfer), ERG theory is closer to the practical experience of the research and a new kind of humanism theory of need is put forward. This theory proposes that there are three kinds of people in all the needs of the core, the needs of survival (Existence), the relationship between the Relatedness needs and Growth (Growth) needs, thus the theory is known as the ERG theory [1].

How to apply the ERG theory to the practical management work is an issue worthy of being studied. Regardin There are some results and conclusions proposed in this paper regarding this issue, ERG theory can help the university library to establish a dynamic human resources management thoughts; ERG theory further emphasizes the university library. Human resources management innovation must adhere to the people-oriented management concept; ERG theory has promoted the university library human resource management on the construction of the incentive management mechanism; ERG theory is advantageous to the university library, builds a harmonious beauty for the humanistic management and the environment full of incentive competition. When stimulated, the individual will produce “emotion”, a brief, objective and complicated reaction, based on their needs. "Emotion management” is to manage any negative emotions of individual, and to avoid negative emotions which can bring damage to the health of body and soul. By the study of individual behavior model, combining with the dominant factor “needs”, the classification of demand to field of the ideological and political education of college students. From the perspective of humanistic concern, it will help develop the college students’ physical and mental health. In engineering university, for example, the current staff survival can be exploredly ORR Dever relationship between survival and growing need theory (also called ERG theory) and present personal development situation. The current staff think about the campus management mechanism problems. The treatment for the current staff should be improved and their need should be met by money and security. Their survival needs and interpersonal relationship arethe main characteristics between the needs and self-actualization. The solution to current staff post management mechanism is the key to the problem. The manager sets up effective incentive mechanism for universities to provide certain theoretical basis and approach. The staff who manages university students is the general counselor. The counselor’s enthusiasm to get real ascension of headteacher’s construction can be improved only by fully motivation and especially the implementation of demand oriented incentives Therefore leading management thinking and motivation theory for College education must be set up. By
the implementation of material incentive and spirit incentive and team incentives such as emotion and development incentives, the management of university counselors should be optimized and their work enthusiasm should be promoted. Under the existing system, ERG theory is applied to improve the counselor's work enthusiasm by the construction of effective incentive mechanism, and maintain its stability in colleges and universities and has practical significance to achieve the goals of talents cultivation. Based on the "back " ERG theory, in the construction of teachers' position in the process of the university employment system, consideration should be given to a variety of needs at the same time as well as the motivating factors—The teachers structure needs to be adjusted, in order to prevent the teachers from demanding higher levels in an attempt to be thwarted, and then return to the lower level demand "frustrated - return" phenomenon will happen. In general, "ERG theory" combining with the college teachers' employment system building can make us understand the teachers' need more comprehensively, so as to guide us to establish an effective teacher incentive mechanism, and fully arouse the—university teachers' working enthusiasm, as well as promote college teachers' employment system reform faster and smoothly. From the level of general human’s needs, ERG theory can be divided into relationship needs for survival and development needs. At the same time, from the point of view of the origin, the former belongs to the material needs, which is equal to the spiritual needs. The survival of the need covers the Maslow's hierarchy of needs of physiological needs and security needs. The relationship between the emotional need and respect of the outer part of the needs of the development covers the respect to the inner part and self-actualization needs. As a result, the graduate student wants double pursuit of spiritual and material, and demands academic exchanges and long for knowledge innovation which has interoperability with ERG theory. Graduate students are in the pursuit of material, survival need, and the needs of the relationship between demands and academic exchanges. They long for knowledge innovation and the development needs in general is corresponding. So from the perspective of ERG theory to interpret the needs of graduate students, they both concern—survive need and the need beyond the survival. In reform of graduate education, the graduate student’s need hierarchy and difference is paid attention to graduate and this will help to improve the quality of postgraduate education.

The remainder of this paper is organized as follows. The second part describes the ERG theory in detail, including the theory, content, principle, significance, limitations of the enlightenment of modern management and the related application of the theory. The third part proposes ERG theory in the application of modern management by a specific case. The fourth part indicates that the ERG theory is applied to the various members of the identity management to discuss the application of ERG theory in university management. The fifth part is about the content of this article, which is the simple but detailed summary [2].

II. ERG THEORY

A. ERG Theory and the Main Content

Clayton, a professor at the university of Yale, ORR Dever (Clayton Alderfer) on the basis of Maslow's hierarchy needs theory, the closer to the practical experience of the research, this paper proposes a new humanism needs theory. ORR Dever think, people there are three kinds of core needs, the needs of survival (Existence), the relationship between the Relatedness needs and the needs of the growing development (Growth), thus the theory known as the "ERG" theory. Three need specific meaning is as follows:

Survival needs. Survival needs related to people's basic material and survival needs, it includes Maslow proposed physiological and security needs. That means food, clothing, shelter, and work organization to make its received an offer for these factors and means.

Relationship needs. Which refers to the people to keep important interpersonal demands. The satisfaction of the needs of the social status and is, in the interaction with other need to achieve their social needs and self-esteem and Maslow's need to the outer part is corresponding to the classification.

Growth needs. Said personal development intrinsic desire, this is the need of self-development and self-perfection. This need by developing individual potential and can be satisfied. Including the inner part of Maslow's self-esteem need classification and self-realization hierarchy contains features.

Analysis of the characteristics of the three kind of need, we can get the following diagram. In figure 1, we can see clearly in the ERG theory need three kinds of relationships. In figure 2, we can see ORR Dever ERG theory and Maslow's hierarchy of needs theory between the corresponding relationship each other. At the same time, in order to more clearly understanding of the three need to ERG theory, we present the figure 3, maroussi structure and specific content of hierarchy of needs, thus will figure 2 and figure 3 combination correspondence we can understand the specific content of each need in the ERG theory [3].

![Figure 1](image1.png)

Figure 1  ERG theory of the relations between three kind of need
However, in addition to the above three theories, ORR Dever for ERG theory also puts forward the need to meet, need to strengthen, three concepts need to be thwarted.

Need to meet. Namely, at the same level of need one need only a small amount of met, will strongly hope to get more satisfied. Here, the consumer need not point to a higher level, but stay at the level of the original, vector and the quality of development.

Need to strengthen. The low level need to meet the more fully, high-level needs more intense, consumer demand will point to a higher level. Need to be thwarted. A high level of need to meet the less, the more will lead to the expansion of the lower needs, consumer spending will be more used to meet the needs of the low level.

Figure 4 shows the requirements, needs to strengthen, the relations between and among demand be thwarted.
C. ERG Theory Enlightenment to Modern Management

Even if ERG theory has its inevitable limitations, but it stated the view of modern management of still have a lot of inspirational. Need is stimulate the motivation of the original driving force, a person if there is no need, also have no power and vitality. On the other hand, a person as long as necessary, says there is a motivator. Managers can fully understand the needs of employees, and not sorrow can't find ways to motivate employees. Due to the needs of each level contains many contents, have quite rich incentive effect, and therefore available to managers set goals, stimulate the motivation, to guide behavior. And low level need to meet, and have a need to continue to inspire, and people's behavior is always full of colorful contents, various forms of incentives. Managers, therefore, to the employees incentive, improve effectiveness and efficiency of the operation of the enterprise will meet the needs of the employee goals set by closely combining with the goals of the enterprise, not only to grasp the needs of the dynamic theory, but also good at using motivate staff management strategy.

### TABLE 1 MANAGERS SHOULD BE HOW TO MEET THE NEEDS OF THE EMPLOYEES

<table>
<thead>
<tr>
<th>Low level of need</th>
<th>Needs</th>
<th>Describe</th>
<th>Managers how to help people in the work can meet the needs of these examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existence Needs</td>
<td>For self development, the needs of the creative and productive work</td>
<td>Allow people to improve their skills and abilities, and engaged in meaningful work</td>
<td></td>
</tr>
<tr>
<td>Relatedness Needs</td>
<td>On the good interpersonal relationship, sharing thoughts and feelings as well as the needs of the two-way communication</td>
<td>To promote good relationships and provide accurate feedback</td>
<td></td>
</tr>
<tr>
<td>Growth Needs</td>
<td>For food, water, clothing, shelter, and a stable and secure the basic needs of living environment</td>
<td>Provide adequate remuneration, make people have necessities of life and safe working environment</td>
<td></td>
</tr>
</tbody>
</table>

ERG theory is that the level of education, family background, values, personality, age, and the differences of social cultural environment, a need for a particular person or produce to the importance of the driving force is different. People of different culture for the understanding of the important degree of each hierarchy of needs may vary. Each time need to be meet the less, this need more as people longed for. Meet the survival needs of the lower wage, for example, the more people yearn for more wages; The more lower level needs can be more satisfied, and the need for higher level, the more desire. Employees, for example, the more survival needs are met, the need for relationships as well as the needs of work achievement is stronger. The more higher level needs to meet less, the desire for the lower level needs. For example, the less meet the needs of the development of growth get, the greater is the demand for human relations, namely "frustrated - return". Therefore, management measures should be as the change of structure of human needs and makes the corresponding change, and according to the needs of each person different formulate corresponding management strategy.

Table I specific give an example of how the administrators should make management strategy to meet the various needs of employees.

D. The Application of ERG Theory

Any theory has its specific background, all is not everything, does not apply to all cases, all the people all the time. As a result, the application should be management unit in combination with their respective specific circumstances and characteristics of the specific analysis. Disadvantages play the advantages of the theory. And motivation is a long-term, complex process, involving many factors such as internal and external, and not be accomplished in a certain theory. When managers of enterprises undertake to the worker motivation, to adjust measures to local conditions, the integrated use of, make effective incentive combination, adopt effective incentives, to achieve the incentive effect.

As I said, ERG theory identified and motivation is closely related to the specific needs and its hierarchy. By focusing on the content of the incentive, the explanation of excitation limit on a series of specific factors, and attempts to illustrate how to use these specific factors to motivate people. And people's needs are complex and various, is not limited to the specific factors. People of different social classes, career stage, personality psychological characteristics and so on a series of external factors on the change of people's needs. So incentives should be on the premise of the full investigation and study, has been clear about the man in the requirements phase, again for its needs to take certain incentives have effect. When some need not meet, or not satisfied, also should to subordinates to make it clear, do a good job leads to achieve business goals, motivation, behavior expected by the need to management purpose, to do a good job of managing subordinates, truly "incentive compatibility". In addition, top managers should pay special attention to subordinate higher level need to meet, in order to prevent the phenomenon of "frustration - return".
At the same time, broad and extensive application prospect in the ERG theory. In many aspects of the modern enterprise management process reflects the ERG theory thought. Enterprise human resources development, constraints and incentive problems, agent problem, the business enterprise inside contractual relationship problems, etc., are implicit ERG theory to the person's hierarchy of needs divided the ideas. But with the deepening of the research on the theory, people more and more to realize its guiding significance to the management, the enterprises and institutions and medical institutions are continuously combine oneself circumstance such as using the ERG theory, to expect they can play a role of incentive in practical application. So although ERG theory itself is not out of its inherent limitations, but as long as we can in actual use, analyzing the specific issues do disadvantages, can still play its positive side, the effective incentive effect.

III. WORK HAPPINESS INCENTIVE MODEL BASED ON THE THEORY OF ERG

In the second part, we fully recognize and understand the ERG theory, while the ERG theory is widely used in modern management, and achieved good results, before the discussion in this paper, the problem, we need to use an example to prove the practicability of ERG theory first, applicability, and effectiveness, this is the work in this section we present happiness incentive model.

At the beginning of the model, let's look at an investigation result, through the survey of nearly 3500 employees, we got the statistics of the main causes of turnover, namely in table 2. In order to more intuitive image analysis of the leading cause of turnover, we will through the histogram of data in table 2, said the figure 6. While the figure 7 more vividly demonstrated defections.

<table>
<thead>
<tr>
<th>options</th>
<th>consequence</th>
<th>number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary welfare</td>
<td>36%</td>
<td>1263</td>
</tr>
<tr>
<td>Training and development opportunities</td>
<td>58%</td>
<td>2025</td>
</tr>
<tr>
<td>The unit near home, good environment</td>
<td>2%</td>
<td>66</td>
</tr>
<tr>
<td>Corporate image reputation</td>
<td>4%</td>
<td>131</td>
</tr>
<tr>
<td>other</td>
<td>0.14%</td>
<td>5</td>
</tr>
<tr>
<td>summation</td>
<td>100%</td>
<td>3490</td>
</tr>
</tbody>
</table>

Source: chinahr in August 2001

By the chart above we can analyze sources for enterprise loyal employees, as well as the reason employees choose to leave or stay in enterprise, and these reasons just covers the ERG theory in this paper, the three kinds of needs, complete and confirm the need to meet, the need to strengthen the relations between and among, needs to be thwarted, also illustrates the side right in modern management, the importance of good application of ERG theory.

Employees in the workplace occupational demands, according to the theory of ERG relations between survival needs, the claim can be divided into demand and growth needs three kinds of types, the three from low level to the higher level, but there are no rigid stepwise relationships. Employees' perception of happiness comes from the satisfaction of needs, the three needs are satisfied, if the employee individuals naturally will feel work is happy, too. Combined with the data in table 2 and figure 6 of the comparison results, according to the theory of ERG build a happiness work incentive model, as shown in figure 8. Happiness depends on the survival needs, work whether demand and growth requirements are met, and meet the demand of the three are achieved through management practice.
working conditions, work, interpersonal relationship, the personnel policy decision, organization, etc. With a heightened awareness of risk on the workplace, employees work happiness gradually become the focus of theoretical and practical circles topic [6]. According to historical experience, the staff can determine their self-worth in the organization, interpersonal relationship, the realization of the self-growth and quality of life and satisfaction degree, resulting in a positive or negative emotions. And analyzes the influence factors of work happiness, clear work in the field of factors influencing the work of happiness is of interest to many researchers. Freelancers with high levels of well-being is significantly related to the rich content and stimulate the right amount of information can let employees feel happy in the work, and for a single work content and work ways employees can appear the negative emotions such as anxiety, restlessness and boring [7]. Interpersonal relationship is regarded as the essence of happiness, good social relations of social contact, intimacy and security have positive influence, is also a source of social support [8]. Work happiness can promote employees to work confidence restored, so as to provide proactive and initiative resources, making them to cope with new challenges. In advocate a harmonious environment, therefore, enterprises should pay more attention to the psychological health of the staff, try to avoid these discordant notes, improve the performance of both employees perceived happiness at the same time, so as to complement each other, sustainable growth.

And through the analysis of work happiness can we find that the enterprise managers incentive model by optimizing the compensation system, improve the labor and social security, appropriate authorization and shape a harmonious organizational culture, help employees to realize self-value and to set the worker double promotion channel measures such as enhancing employees work happiness. The influence factors of enterprise core competitiveness is numerous, but compared with other factors, staff well-being has uniqueness, continuity and the advantages of the divergent relevance, help enterprise in an impregnable position in the intense market competition.

IV. ERG THEORY APPLICATION IN THE MANAGEMENT OF COLLEGES AND UNIVERSITIES

In discussing the ERG theory in university management, the application of this problem before, we need to analyze ERG need different identity of members in colleges and universities, such as table 3. But due to the particularity of college students themselves have, so no student project in table 3, we will to separate analysis in section 4.4.

For the members in colleges and universities classification in table 3, in fact we can do more meticulous, and for every kinds of manage the ERG theory, the thinking of management strategy is basically consistent, so the teachers, managers, and logistics various kinds of factors: service personnel and staff, etc. we selected the young teachers in colleges and universities, college counselors as well as the current staff in colleges and universities were analyzed. For college students, graduate students than undergraduates has more research value, so in the classification of the students, we enrolled graduate students as the research object. Then we will be carefully selected four types of personnel, and detailed analysis.

| TABLE 3 | ERG NEED ANALYSIS OF MEMBERS IN COLLEGES AND UNIVERSITIES |
|----------------|-------------------|-------------------|-------------------|
| Existence needs | Teachers | Management personnel | Logistics service personnel | Between people |
| Relations needs | R | Students accepted Colleagues to understand The atmosphere of respect from the whole society Respect for teachers | At the same time respect to understand each other Management understanding and recognition of objects In the position of the university of management itself | The service object recognition and understanding The significance of logistics services to the whole university |
| Growth needs | G | Target research direction and field research The completion of the teaching goal Professional technical position promotion Further education | Management of choice Promotion or career change Professional quality to develop Further education | Work choices Technology promotion The accumulation of experience |
| | | | | The scientific research achievements transformation To create profits Contribute to enterprise development |

A. Based on the Theory of ERG of Young Teachers in Colleges and Universities Management

First of all, we need a more detailed ERG of young teachers in colleges and universities needs to analysis, such as table 4.
TABLE 4  
ERG NEED ANALYSIS OF YOUNG UNIVERSITY TEACHERS  

<table>
<thead>
<tr>
<th>ERG need</th>
<th>requirements</th>
<th>reality</th>
<th>satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>existence needs</td>
<td>Meet the survival needs, has the strong spiritual and material needs, the pursuit of food and clothing live line and health, work income stability, security, etc</td>
<td>Working time is short, low professional titles, and a low wage income, in the face of marriage, housing, health care, children education, supporting the elderly, anxiety irritable mood</td>
<td>Happiness of life is not high, the current state of life work satisfaction is low</td>
</tr>
<tr>
<td>Relations requires</td>
<td>Social, interpersonal relationship, respect was concerned seriously, to a certain social status</td>
<td>People respect for teachers in colleges and universities the dodge, the problems of young teachers in colleges and universities attention degree is not high</td>
<td>Didn't get the some value, emotional gap exists</td>
</tr>
<tr>
<td>Growth needs</td>
<td>Work a sense of achievement, in the school teaching activities and scientific research to create the</td>
<td>Team of young teachers, less investment, attention is not high, some policies and systems limit hinder the</td>
<td>Lack of focus on personal development, the phenomenon of youth teachers in vocational</td>
</tr>
</tbody>
</table>

Through the analysis of the ERG need table 4 can be found on the existing situation of young university teachers face the survival pressure, self-esteem are not being met, and such problems as lack of focus on personal development, and through the survey of young teachers in a university, in table 5 and figure 9 respectively using digital and columnar contrast figure more intuitive, image expression.

TABLE 5  
A UNIVERSITY 471 YOUNG TEACHERS SURVIVAL PRESENT SITUATION  

<table>
<thead>
<tr>
<th>Income level</th>
<th>Academic achievements</th>
<th>Personal development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generally\low</td>
<td>72.1%</td>
<td>30.4%</td>
</tr>
<tr>
<td>Annual income below 30000</td>
<td>57%</td>
<td>11.6%</td>
</tr>
<tr>
<td>Satisfaction \ basic satisfaction</td>
<td>31.3%</td>
<td>General core \ CN journals</td>
</tr>
</tbody>
</table>

Figure 9. Continued on the next page.
Through the above analysis and investigation can clearly understand ERG need of young university teachers, the efficient managers need to formulate corresponding management strategies targeted to meet their demands. Combining with the survival status of young teachers in colleges and universities and ERG theory, basic can improve the income level of young teachers, give young teachers need to respect, to create and establish a mechanism of young teachers training young teachers growth easing conditions such as policy to improve the survival status of young teachers in colleges and universities.

To raise the income level of young teachers: the channels to raise funds, to increase teachers' post salary, allowances, sponsored research funding and public welfare, etc., in order to raise the income level of young teachers [9], to help them solve the practical problems in life, as far as possible to help them relieve pressure in the life. At the same time to strengthen the teachers' job performance evaluation, work more, superior to the principle of optimal reward, according to the specific situation of the school, adjust the income structure of teachers, improve the treatment of young teachers.

Give young teachers need to respect: on the one hand, pay attention to the research needs and characteristics of young teachers in terms of self-esteem, respect the personality of young teachers, try to satisfy their esteem needs; on the other hand school leaders, colleagues and students to give young teachers fully respect, respect their initiative, competitiveness and pioneering spirit, respect their advantages of buried in the shortcomings and weaknesses, strengths, and sparkle.

Establish and improve the young teachers training mechanism: implement mentoring young teachers, the young teachers have a very good profession to develop [10]. To set up the training of young teachers in special funds to encourage young teachers to go out to learn, to learn is to give appropriate reward. To set up field youth backbone teachers' training system, selection of plasticity in many disciplines to track project funding, young teachers training. The implementation of pre-service training system. Set up and improve the young teachers' pre-service training system, make through pre-service training for the education theory of teachers, teaching methods, modern education technology, teaching ability and scientific research methods have a comprehensive understanding.

Create the young teachers grow loose environment: dealt well with the reuse of existing talent, each link of the matching of the teachers troop construction earnestly and cohesion, to open channels, and adopt measures to create a good attract young teachers, use environment, cultivating young teachers, young teachers provide teachers with clerkstarts, work platform, create a good academic atmosphere and interpersonal environment, take people a long time, mutual respect, kindness, live and let live.

Figure 9  A university 471 young teachers survival present situation

B. Based on the Theory of ERG Management of University Counselors

Through analyzing survival present situation of university counselors, investigation, and the comparison with survival status of young university teachers, college counselors ERG need analysis to a great extent and ERG need analysis of young university teachers is consistent, also faces the survival problems such as stress, self-esteem can not get to satisfy, at the same time, the path of personal development promotion of university counselors is relatively more difficult [11].

Therefore, for the existing situation of college counselors and survival, relations, the needs of the development of three aspects, colleges and universities need to make the management system and strategy targeted to improve the existing situation of college counselors, meet their ERG need.

Survival needs motivation: on the one hand, such as improving the income of the counselor, reduce the pressure of low pay. On the other hand, help them solve the difficulties in life to remove trouble back at home. At the same time, can according to the working effect and qualifications proper treatment.

Relationship needs motivation: sets up the "people-oriented" management philosophy, respect, believe and understand. On the one hand, the publicity of the importance of counselor work, to clear the definition of the profession. On the other hand, universities should give more care,
encouragement and support. At the same time, through a variety of training methods to improve their theoretical level and the level of job.

Growth needs motivation: work out job responsibilities, lighten the burden of work counselor. Perfect the relevant policy, promote employment counselor and some ways to give the appropriate policy tilt. The promotion of the research level of counselors,

For the counselor for research grants, broaden their horizons, improve the level of theoretical research level and students work earnestly. Development fund of counselors to encourage counselors to a higher level of development.

C. Based on the Theory of ERG University Staff Flow Management

Through a fixed staff of colleges and universities in table 6 can be analyzed and compared with the treatment of floating staff out of the current staff in colleges and universities in the ERG theory of survival need, relationship needs and growth needs three aspects has a strong appeal, even relatively low flow because staff treatment, their demands are more urgent [12]. At the same time, the current staff in colleges and universities teaching and scientific research has an important irreplaceable role, therefore requires management of colleges and universities can better and faster to develop a fair and reasonable and effective policy to meet the demands of current staff.

Also, according to the ERG theory, it is necessary to grow from survival motivation, relationship motivation and incentive three aspects, but there is no an effective policy, further studies are needed.

TABLE 6  FIXED STAFF COMPARED WITH CURRENT STAFF SALARY

<table>
<thead>
<tr>
<th>The serial number</th>
<th>Category</th>
<th>Fixed staff</th>
<th>Flow of staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Registered permanent residence</td>
<td>Enter the school</td>
<td>Don't enter the school</td>
</tr>
<tr>
<td>2</td>
<td>Archives</td>
<td>Enter the school</td>
<td>Don't enter the school, Put the talent exchange center or census register seat</td>
</tr>
<tr>
<td>3</td>
<td>Pension</td>
<td>have</td>
<td>Do not have, have social insurance</td>
</tr>
<tr>
<td>4</td>
<td>Basic salary, performance salary</td>
<td>high</td>
<td>low</td>
</tr>
<tr>
<td>5</td>
<td>Performance allowance</td>
<td>have</td>
<td>Do not have</td>
</tr>
<tr>
<td>6</td>
<td>Their children to school preferential treatment</td>
<td>have</td>
<td>Do not have</td>
</tr>
<tr>
<td>7</td>
<td>Housing, store and other preferential policies</td>
<td>have</td>
<td>Do not have</td>
</tr>
</tbody>
</table>

D. University Graduate Management Based on the Theory of ERG

Respectively from the survival need, relationship needs and growth needs three aspects of university graduate student ERG need analysis.

Existence needs analysis

Table 7 shows that graduate students affected by the economic pressure on study and research of the current. Graduate students think that the current economic pressure to affect the large proportion of the higher learning and scientific research was 52.7%, and the influence small proportion was only 15.4%. Thus, most of the graduate student's economic pressure, and has affected the normal learning and scientific research. Table 8 showed that the satisfaction of postgraduate scholarships to the school is not optimistic. According to the statistical result, satisfied with the school scholarships (higher satisfaction with) the proportion of only 23%, said not satisfied ratio has reached 34.4%, both differ by more than 11%. At the same time, in order to more intuitive to show the graduate student's survival needs, corresponding to table VII, draw a histogram table 8 ”, namely the figure 10 and figure 11.
TABLE XIII. POSTGRADUATE SCHOLARSHIPS TO THE SCHOOL'S SATISFACTION

<table>
<thead>
<tr>
<th>project</th>
<th>satisfaction</th>
<th>general</th>
<th>yawp</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction of school scholarships</td>
<td>23%</td>
<td>42.6%</td>
<td>34.4%</td>
</tr>
</tbody>
</table>

Figure 11 graduate scholarships to the school's satisfaction

Integrated the chart above, although the economic pressure of postgraduate students is bigger, but the school scholarships failed to solve the problem of graduate students in economic pressures [13]. The graduate student's economic pressure, their survival needs are not met.

Relations requires analysis

By the table IX shows that graduate students think attend lectures larger accounted for 52.6%, only 14.2% of graduate students think less chance to attend the lecture. More than half (50.4%) of graduate students think that the opportunity to participate in mentor project is more, think less chance of 19.2%. The proportion of graduate students think more opportunity to participate in academic conferences is 34.2%, to 32% less chance. Only 22.3% of graduate students think there are more opportunities to participate in joint production base project, close to half (46.6%) graduate students a rare opportunity to participate in the joint production base project. And figure 12 can more intuitive image to see the graduate student for relationship need urgent demands.

Thus we can get the following conclusion, graduate students to attend academic lectures, participate in mentor project, participate in academic conferences and production base of joint projects to make graduate students as academic community of academic exchanges, expand academic horizons, carries on the scientific research training. Although graduate students to attend lectures and participate in mentor project opportunity much more than 50%, but in academic opportunities and joint production base project of opportunity is not much. Thus, in terms of graduate student academic exchanges inside environment, the graduate student's academic exchanges are not rich, but merely confined to the ivory tower.

TABLE IX. GRADUATE STUDENTS "PARTICIPATION"

<table>
<thead>
<tr>
<th>project</th>
<th>More opportunities</th>
<th>general</th>
<th>Less chance</th>
</tr>
</thead>
<tbody>
<tr>
<td>A chance to attend the lecture</td>
<td>52.6%</td>
<td>33.2%</td>
<td>14.2%</td>
</tr>
<tr>
<td>Participate in mentor project opportunities</td>
<td>50.4%</td>
<td>30.4%</td>
<td>19.2%</td>
</tr>
<tr>
<td>Participate in academic conferences</td>
<td>34.2%</td>
<td>33.8%</td>
<td>32%</td>
</tr>
<tr>
<td>Participate in production, joint base project opportunities</td>
<td>22.3%</td>
<td>31.1%</td>
<td>46.6%</td>
</tr>
</tbody>
</table>

Figure 12 graduate students "participation" opportunity

Growth needs analysis

According to the table, you can see that the graduate student thinks independence declaration project opportunities in proportion to the bulls is only 20.2%, while the proportion of less chance 47.1%, both differ to reach about 27%. And according to the figure 13 table 9 mapped more will this gap directly out of the show. Graduate student independence declaration subject, its core assumption is that as a graduate student with basic have (at least) independent scientific research ability of the researchers. The graduate student offers opportunities for the independence declaration subject, on the one hand, is to train the graduate student's scientific research ability; Argument on the other hand is subject to declare, project funding and study make graduate students achieve a higher level of need, namely from the graduate student's own potential, the pursuit of self ability of training and play fully, and in projects are funded by the respect and honor the scientific research, so as to promote the realization of the self development needs. Graduate students, however, is generally believed that the self development needs are not met.

TABLE X. GRADUATE STUDENT INDEPENDENCE DECLARATION ISSUE

<table>
<thead>
<tr>
<th>project</th>
<th>More opportunities</th>
<th>general</th>
<th>Less chance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Declare subject independently</td>
<td>20.2%</td>
<td>32.7%</td>
<td>47.1%</td>
</tr>
</tbody>
</table>
needs motivate funding measures.
grade, scientific research performance such as survival
as considering the graduate student's family income, course
differences. In adhering to the principle of fair and
vertical monitoring for graduate survival motivation.
and improve the graduate student aid system, form the
survival motivation of graduate students, so as to establish
actively broaden the channels, absorb social, enterprise
economic development level, price level and its change, and
Colleges and universities should consider factors such as
motivation of three-dimensional monitoring mechanism.

First, the government and education administrative
development needs motivation.
Fourth, pay attention to graduate student survival needs
motivation differences between disciplines [15].
To establish and perfect the system of communication
needs to inspire
This paper mainly discusses the graduate student
academic communication face to face, it mainly includes the
academic conferences, attending lectures, participate in
mentor research, production, joint base project, etc.
First, by notice to the survival of pure incentives to the
transformation of academic exchanges inspirations. Change
will graduate student aid material support focused on
survival needs, establish special fund graduate school
academic Incentive system.

Second of all, the graduate student academic exchanges
shall implement the principle of the classification of
incentive. International academic exchanges mainly funded
by universities, namely, according to the area and meeting
types give funding for graduate students to participate in
international conference, fueling the motivation of graduate
students to participate in the international academic
exchanges, open academic view. The graduate student's
domestic academic exchanges mainly funded by mentor.

Third, the tutor of graduate academic exchanges of
incentive measures. Advocate the tutor will partly funded
scientific research funds for the graduate student's academic
exchanges, tutor of graduate academic exchanges
incentives.
Fourth, the establishment of more target-oriented
production base, set up joint research project. According to
the university's own discipline characteristic, planned and
orderly way to establish a joint production base, and set the
base project for enterprises and joint research colleges and
universities, academic exchanges to expand space for
graduate students, and guide them actively and have rich
practical experience and theoretical level of experts in
academic exchanges and close the connection of theory and
practice, so as to gradually change main stay in the school
graduate student, and obsessed with pure theoretical
communication mode of academic exchanges.

To increase the chances of development needs
motivation
Whether have the chance to declare subject independently of graduate students and is directly related to
the graduate student self growth needs can be fulfilled. For
graduate students, independent declaration subject is
research on the potential of mining process. With graduate
students, and guide them actively and have rich
practical experience and theoretical level of experts in
academic exchanges and close the connection of theory and
practice, so as to gradually change main stay in the school
graduate student, and obsessed with pure theoretical
communication mode of academic exchanges.

To set up a scientific research project for graduate students, and
appropriate to increase the number of project.
Second, colleges and universities should play a key role
in graduate students self-development motivation. Colleges
and universities should plan as a whole research funds,
tuition income, etc., to set up all kinds of graduate school

Figure 13 graduate students independence declaration issue

From the above chart, can be concluded. ERG theory
Angle of view in the graduate student needs to include the
double pursuit of spiritual and material, to the demands of
academic exchanges, the longing for knowledge innovation,
etc. The graduate student's economic pressure, survival
needs not satisfied; Academic exchanges are not rich and
more limited to the campus; The needs of the development
of self has not been met. So for the graduate student's these
needs, we can be targeted to develop the following strategy.

Tamp the basis of survival needs motivation
It takes is the most basic needs to survive. Graduate
study and research activities must be based on certain
substances, which have certain economic base. The graduate
student's economic pressure, their survival needs are not
met, and the economic security is indispensable to graduate
students complete their studies smoothly and studying the
hygiene factors [14].

Due to the lack of hygiene factors, often become the
factors that lead to not satisfied. Therefore, should ensure
the hygiene factors, a graduate student, pay attention to
strength the graduate student's survival motivation.

First, to re-examine the graduate student's mental and
physical labor, the value of the scientific research,
recognized the role of the graduate students as members of
the academic community identity. Graduate students in the
face of labor cost, the graduate student scientific research
work of equal value for academic and professional
personnel of labor, payment of the corresponding material
reward, to relieve the economic pressure of graduate
students, graduate student studying, no worries.

Second, the establishment of graduate student survival
motivation of three-dimensional monitoring mechanism.
Colleges and universities should consider factors such as
economic development level, price level and its change, and
actively broaden the channels, absorb social, enterprise
survival motivation of graduate students, so as to establish
and improve the graduate student aid system, form the
vertical monitoring for graduate survival motivation.

Third, the graduate student living to motivate individual
differences. In adhering to the principle of fair and
formulated on the basis of the difference of incentives, such
as considering the graduate student's family income, course
grade, scientific research performance such as survival
needs motivate funding measures.
level scientific research project, and appropriately Xiang WenLi basic subject and master.

Third, actively absorb social forces to set up special research project specialized graduate student, especially pay attention to the practice of special research projects, promoting the combination of students' self development and promote social development.

Fourth, formulated the corresponding incentive measures graduate student research program, guide and inspire a graduate student in the independent scientific research project declaration and actively in the study of knowledge innovation, the integrated use of bonuses and honors such as incentives for scientific research achievements of graduate student motivation, promoting their constantly achieve self-growth.

V. CONCLUSION

The main purpose of this study is that using ERG theory to establish a more fair, reasonable and effective university management model by learning and understanding the relevant basic knowledge to improve the existing situation of various members in universities. University can develop better and faster. In this paper, by studying the one which is existing, established, and has played an important role, the advantages based on the ERG theory have been shown. In this process, we set happiness model as an example, and analyses the model in details and carry out the research on the model process and method to establish the management mode in colleges and universities. Finally, university management model based on the theory of ERG process is established. Firstly, the personnel in colleges and universities should be classified in details, and then the current situation of various personnel should be understood and summarized and then combine with the status quo of ERG need analysis, and be respectively related to the three ERG theory needs. Combine with the actual respectively explored solutions to three, and ultimately the survival status of all kinds of personnel is improved form a set of practical and effective strategies, and the competitiveness of the colleges and universities is promoted, in order to achieve the purpose of building a harmonious campus. This paper not only focus on the teachers and students in colleges and universities, but also covers the logistics services personnel, management personnel and staff between colleges, which contains the current staff in colleges and universities at the same time. If this article research results can be achieved, then the university management model based on the theory of ERG can be built and put into practice successfully, and the status quo of all kinds of personnel in the university will be greatly improved, and the teacher can undertake teaching and scientific research better. The living standards of the service personnel and service level, theoretical level of management will be improved. and the living standard of the graduate students in colleges and universities will be improved at the same time, and they can have more opportunities to participate in the academic discussion, scientific research, to get a better development. The universities will develop better and the scientific research level, management level and the core competitiveness will be improved based on this. A more harmonious and stable campus environment will be established and the college management mode will be of great qualitative leap.

REFERENCES