

# Research on the Reform and Innovation of University Administrative Management System Based on Learning Organization Theory

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## Abstract

With the continuous expansion of the teaching scale of the reform of the educational system in colleges and universities, the internal organizational structure of colleges and universities has also become complex, which brings new issues to the school administration work. Facing the current situation of education reform and development, colleges and universities should also pay attention to improving the level of management. Among them, the construction of administrative management team is more important. Improving the quality of work through this link can help to achieve the goals of management work. This article first expounds on the construction of the current administrative management team in colleges and universities, and then explores in detail the application measures of the learning organization theory. In view of this situation, combined with the analysis of the current most advanced management concepts, it is found that the existing administrative management team has been unable to adapt to the development requirements of the times, and the learning organization concept must be imported into the construction of the administrative management team in colleges and universities, which is also in line with the development requirements of the times. . This article discusses this, expounds the connotation of learning organization, and combines the rules of university management, and puts forward the way for the administrative management team to establish a learning organization.

## Keywords

Learning organization theory; Administrative management; Reform and innovation.

## 1. Introduction

With the deepening of the current modern education reform, the implementation of a new round of reform measures has also had a great impact on the administrative management work of colleges and universities. To improve the quality of administrative management, it requires a strong administrative management team as support. Only by giving full play to the strength of the administrative management team can we ensure the development of school education and the solid strength of the implementation of various management tasks. To play the positive role of the administrative management team, we must have a sound administrative management team as the support. Colleges and universities are important bases for cultivating talents, as well as centers for the dissemination of advanced culture [1]. The administrative work of colleges and universities is directly related to the improvement of teaching quality in colleges and universities, and is related to the cultivation of new talents. In this regard, this paper analyzes the existing administrative management problems in colleges and universities based on advanced management theories at home and abroad, and finds that the low management level of the management team is the key to affecting the management level of colleges and universities. It is of great significance in the construction, and some reform

measures are put forward, so as to achieve the purpose of ensuring the benign operation of the administrative management work and improving the high teaching level [2].

## 2. The Current Situation of the Construction of Administrative Management Teams in Colleges and Universities

Under the background of education reform, colleges and universities are faced with great challenges in administrative management, and there are various types of problems, such as the low enthusiasm of administrative personnel and the relatively low efficiency of management. During the expansion and development of colleges and universities, the problem of difficult administrative management is becoming more and more serious, and the enthusiasm of administrative staff is not high, which ultimately affects the efficiency of administrative management. Due to the lack of innovation in administrative management, the concept of management has not been updated in time, which also directly affects the effect of the final work task. In addition, there is a problem of instability in the administrative management team, and the mobility of personnel is relatively large, which affects the overall quality of the administrative management team[3].see Figure 1 (The source of Figure 1 is the URL: <http://www.orgcharting.com/united-nations-university-org-chart>).The flow chart of the construction of the university administrative management team, in order to further illustrate the role of the university administrative management team, a flow chart is drawn.

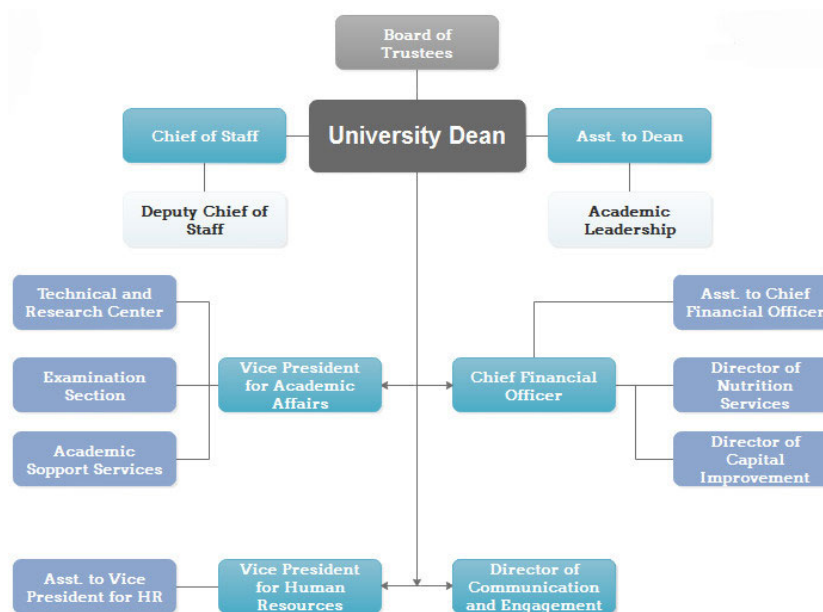


Figure 1. Flow chart of the construction of university administrative management team

## 3. The Theoretical Connotation Analysis of Learning Organization

### 3.1. The Connotation of Learning Organization

A learning organization emphasizes an open culture, where members of the organization live in harmony, the atmosphere is harmonious, and everyone sees each other frankly and helps each other.

In this environment, each member actively acquires, processes, organizes, and innovates knowledge, so as to guide and improve his own behavior and thinking, thereby enhancing the ability to adapt to the environment, and also enhance the ability to influence the environment. In short, a learning organization is an organization that continuously learns from the text and strives to move forward. The learning organization focuses on the integration of system

dynamics and organizational learning, group dialogue and discussion, and simulation exercises[4]. In such an organization, the innovation and creativity of members are cultivated, while the achievement of collective goals is achieved. The learning organization emphasizes not only individual learning, but collective learning, the learning of the whole organization. Moreover, it emphasizes lifelong learning and whole-process learning, not only attaching importance to the growth of individuals but also to the growth of the team.

### **3.2. Learning Organization Is An Innovative Organization Concept**

The greatest significance of a learning organization is that it captures the core competitiveness of the organization[5]. It is an innovative management concept. It truly embodies the people-oriented concept in management, reflects people's pursuit of value, and respects people. The value of the traditional management organization has broken the defect of lack of humanization, making the organization full of vitality, positive and always in a perfect process[6].

## **4. The Strategy of Applying Learning Organization Theory in the Construction of Administrative Management Team**

In order to improve the quality level of the management team, innovative ideas are needed. The traditional concepts and methods of management team building and development are no longer suitable for the current new team building and development requirements. The combination of learning organization theory and administrative management team is more important, and we should pay more attention to the following points.

### **4.1. Strengthen the Construction of Organizational Culture**

Applying the theory of learning organization scientifically requires consideration from many aspects. From the cultural level, we should pay attention to the construction of learning organization culture and the creation of a sustainable learning culture atmosphere. Administrative personnel should strengthen their lifelong learning attitude[7]. Give full play to the positive role of learning organization theory to provide impetus for the development of administrative personnel, by actively shaping the culture of learning organization, and focusing on motivation and learning, relax the regulations on credits and degrees for advanced studies, and actively cooperate with management personnel classification and performance rewards related measures , to encourage education management personnel to study and accumulate energy, which will help improve the quality of the administrative management team[8].

### **4.2. Effective Implementation of Learning Strategies**

From the perspective of strategy, we must actively encourage senior administrative personnel to play a leading role in demonstration and leadership. The qualified and experienced personnel in the team must give full play to their own value and invest in the new organizational team through the application of learning organization theory[9]. during construction activities. Therefore, senior administrative management personnel should play a leading role, fully reflect their management experience and professional attitude, and promote the learning of administrative management personnel of their age. Senior administrative personnel should pay attention to sharing experience, and explain and guide through the identity of mentors, so as to promote the efficient learning of the team[10]. Only in this way can it really help to achieve the goal of building an administrative management team.

### **4.3. Strengthen the Rational Optimization of the Organizational Structure**

It is necessary to optimize from the structural level, adjust the organizational structure of administrative management in colleges and universities, and integrate the essence of learning organization theory into it. As an organizational model for continuous transformation and change, learning organizations pay more attention to the role of organizational structures that

respond to changes[11]. Therefore, in the construction of administrative management teams, the theory of learning organizations is scientifically applied to optimize the organizational structure, and promote the organization on the basis of research and demonstration. Innovate, decentralize decision-making power, mobilize the enthusiasm of responsible subjects through the play of the role of responsible subjects at all levels, scientifically adjust the organizational structure according to the specific work situation, give full play to the advantages of the organizational structure, and flatten and flex the organizational structure. The advantages of the company are reflected in the specific work, so that it can play the role of the learning organization structure and create a scientifically structured administrative management team.

#### **4.4. Pay Attention to the Effective Improvement of Work Efficiency**

By breaking organizational boundaries to maximize organizational effectiveness, building on the interaction between organizational elements and external environmental elements, and quickly transforming data into useful knowledge and the courage to take risks, the quality level of the administrative management team can be effectively improved. Through the policy force of administrative organs to break through organizational boundaries, universities can form partnerships, strengthen mutual cooperation, give full play to the role of overall coordination, and strengthen mutual cooperation and exchanges, in order to effectively improve the overall quality of the administrative management team.

### **5. Analysis of the Current Situation and Problems of the Administrative Management Team In Colleges And Universities**

#### **5.1. The Quality of the Management Team Is Not High and the Management Concept Is Backward**

The administrators of colleges and universities are generally first-line teachers and then transferred to the administrative department. They are often highly educated, but their specialty is not administrative management. In the past era of planned economy, simple administrative work can be handled. Progress and development, the reform of the system of colleges and universities, the expansion of functions, and the shortcomings of the low quality of the management team have become more and more obvious. In general, teachers in administrative positions in colleges and universities are mainly engaged in transactional work such as student management, personnel management, scientific research management, and financial operation. They are busy with work. Due to lack of professional knowledge in management, they passively accept work. They are not highly motivated, and have insufficient innovative ideas. Pay attention to teaching and scientific research work, but not enough attention to this work. As for management personnel, colleges and universities generally place emphasis on use and neglect training, and do not pay attention to the training of management personnel, which makes it difficult to improve the quality of management personnel whose management quality is not very high. If it is high, it will lead to slow or difficult to improve the management level.

#### **5.2. The Mobility of Personnel Is Strong, and the Team Is Unstable**

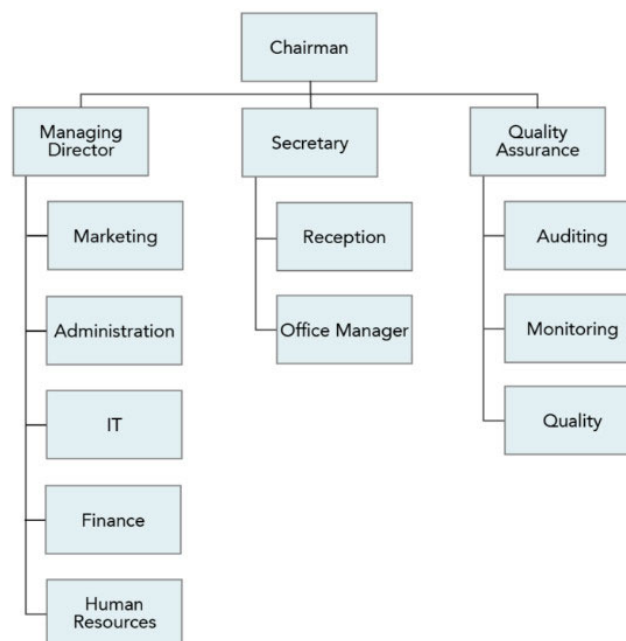
With the expansion of various colleges and universities, administrative functions have increased, administrative tasks have become more and more, and more and more people have been managed, resulting in heavier and heavier burdens and more difficult work. However, the corresponding salaries are farther and farther apart from those of the front-line teachers. This is due to the fact that schools generally emphasize teaching, scientific research, and management, resulting in the flow of many managers. Colleges and universities generally do not pay enough attention to management personnel, and there is no corresponding training plan, which leads to separation of people, and the instability of the team cannot ensure the

continuity of work. The work presents a passive coping situation, it is difficult to enter a new work situation, and the work situation cannot be opened for a long time.

## 6. The Application of Learning Organization Theory in the Construction Of Administrative Management Team in Colleges and Universities

### 6.1. Actively Build A Learning-Oriented University Organizational Culture

Culturally, the university actively builds a learning-oriented university organizational culture. Learning-oriented organizations emphasize an organizational culture of continuous learning, and members all hold an attitude of lifelong learning. The biggest function of the learning organization theory in the administration of colleges and universities is to provide the driving force for the growth of managers. In fact, the functions and demands of management personnel training are strong, but the current training mechanism for management personnel has not been fully established, and there are still insufficient training channels. Therefore, we should first shape a learning organizational culture, encourage each other, learn from each other, and grow together, and use the power of education administrative agencies to relax the regulations on relevant credits and degrees, and cooperate with management personnel classification, performance incentives and other measures to encourage schools. Education administrators actively pursue further studies, accumulate learning energy, and provide impetus for the development of colleges and universities. A learning organization emphasizes an organizational culture of continuous learning and lifelong learning, creating a cultural atmosphere within the organization that encourages, learns from, and grows together. In the information age, with the rapid acceleration of knowledge updating, this organizational culture of continuous learning can provide managers with the motivation to grow. see Figure 2 (The source of Figure 2 is the article "Organizational Learning Theory: Company Perspective") The flow chart of the application of learning organization theory in the construction of administrative management team, in order to reflect the role of administrative management team in colleges and universities.



**Figure 2.** The flow chart of the application of learning organization theory in the construction of administrative management team

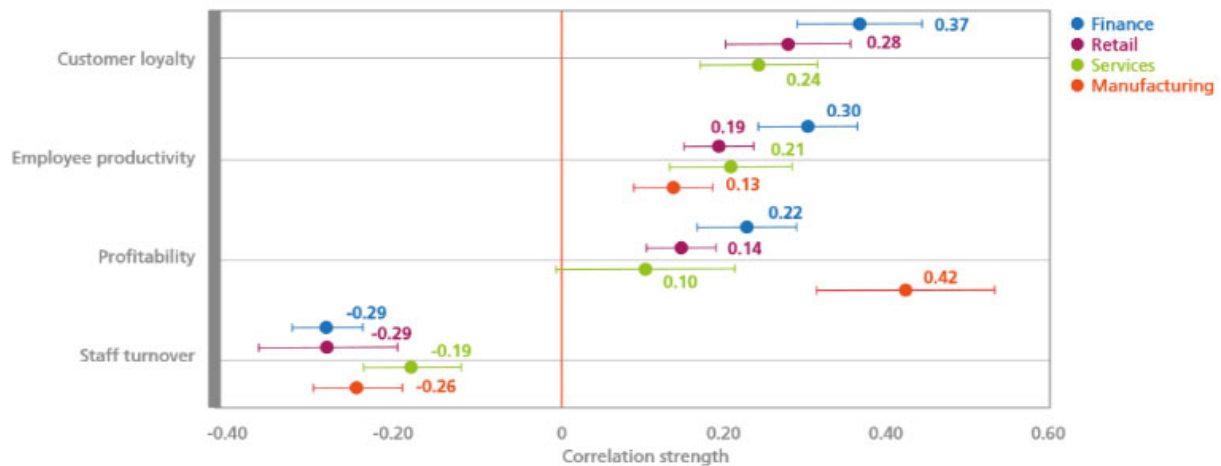
## 6.2. The Learning Organization Emphasizes the Flattening of the Organizational Structure

Universities can effectively adjust the organizational structure of colleges and universities in terms of structure. Learning organization is a kind of organizational model with continuous transformation and continuous change. It emphasizes the need to have organizational forms and structures that can adapt to changes. However, under the existing organizational structure of college administration, there are still many difficulties. Therefore, it is suggested that, on the basis of sufficient research and demonstration, to promote organizational innovation, the top decision-making layer goes to the bottom operation layer, and the intermediate layers are reduced. Move the decision-making power to the lower level of the organizational structure as much as possible, so that the lowest-level units have full autonomy and be responsible for the results, adjust the organizational structure to make it flat, streamlined and flexible, so that the school can be transformed into a more Organization of learning ability. In traditional management, the emphasis is on a top-down hierarchical management model, which played an active role in the traditional industrial era, but in the era of knowledge economy, talent has become the core of competition, and human resources It has become the core resource of the organization. This simple and blunt management model has become more and more incompatible with the changes of the times. The new learning organization model emphasizes linear management, flattening the structure, and increasing flexibility, which requires the leadership to be bold. Decentralize power, fully empower the subordinates, so that the subordinates can take responsibility, give full trust, and reduce excessive sense of hierarchical constraints.

In order to further understand the learning organization, domestic and foreign researchers have divided the learning organization into dimensions according to different aspects. At the beginning, foreign researchers mainly used a single indicator to measure the situation of learning organizations. Later, with the deepening of research, the measurement dimensions of learning organizations gradually became detailed and scientifically reasonable. A learning organization is an organization that has a good learning atmosphere, a communication environment conducive to knowledge dissemination and sharing, a team with certain authority consistent with the current development of the enterprise, and a leadership with a broad perspective and overall development concept. The ultimate goal of the organization is to improve corporate performance and the efficient long-term operation of the organization. In order to prove the positive impact of learning organization on the performance of the organization, this paper analyzes the mathematical model of this process, as shown in Figure 3. (The source of Figure 3 is the article "Chunling Zhu, Anqi Liu & Yangwen Wang. Integrating organizational learning with high-performance work system and entrepreneurial orientation: a moderated mediation framework. *Frontiers of Business Research in China*. 10 June 2019") Taking the positive correlation between organizational learning and firm performance as the baseline model, a moderated mediation model is constructed. Data show that organizational learning can expand an organization's knowledge base, improve capabilities and skills.

## 6.3. The University Encourages Innovation and Rejects Conservative Mentality

A learning organization encourages innovation and the pursuit of new knowledge. The learning process is actually a process of constantly accepting new things and abandoning the traditional process. In the era of economic globalization, competition is becoming more and more intense, and human resources determine success or failure. We must encourage innovation, be brave in innovation, and not be afraid of failure. Even if we fail, we will learn from it. We must always be in a state of continuous improvement and strive to move forward, breaking the conservative and closed mentality of the past.



**Figure 3.** Effect map of positive impact of learning organization on organizational performance

#### 6.4. The University Is Actively Playing A Leading Role in the Demonstration of Senior Staff

In the management team, there are often some older, more senior, and highly respected personnel, who are usually very prestigious and have a strong guiding demonstration. These personnel generally have rich management experience and a conscientious working attitude. To create a learning organization, first of all, let these senior personnel deeply understand the concept of continuous learning and continuous improvement in a learning organization. They lead the way, relying on their influence in the organization to conduct advocacy demonstrations, which are often more effective than prescriptive orders.

#### 6.5. Universities Are Breaking Down Organizational Boundaries and Improving Organizational Effectiveness

The boundary definition of a learning organization is based on the interaction between organizational elements and external environmental elements. This breaks the way in the past based on department functions. According to the survey, the common problems existing in various organizations are insufficient time and heavy workload. How to continue learning in this environment requires improving efficiency. To improve the efficiency of finding, extracting, collating, and using data, it is necessary to break the traditional organizational boundaries, learn from each other, establish partner management, and effectively play a team role.

### 7. Conclusion

In the face of the new reform and development environment, colleges and universities should start from the perspective of innovation, break through the traditional mode of building administrative management teams, and pay more attention to team organization learning through the application of learning organization theory. , update the working methods, pay attention to the openness of the learning process and the efficiency of the methods, so as to contribute to the good progress of the construction of the administrative management team. Through theoretical research on the construction of administrative management teams in colleges and universities and the application of learning organization theory, this will help to provide theoretical basis for the development of practical work. In the context of the reform of the teaching system, facing the new problems and challenges brought about by the development of the times, it is necessary to correctly understand the problems of backward management thinking, insufficient learning ability and poor execution ability of the administrative management team in colleges and universities. Instill learning organization

theory in the construction of administrative management teams in colleges and universities, deeply understand the connotation of learning organization theory, grasp its spiritual essence, combine its application in management, improve management level, and cultivate more high-quality talents. Contribute to socialist modernization.

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