

# A Research on Management of High-level Talents in Colleges and Universities of ZUNYI Normal University

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**Abstract:** High-level talent is an important part of the university talent strategy, how to effectively manage high-level talent is the most important issue at present. Especially located in the western mountainous area “ZUNYI Normal College” such as colleges and universities, funding sources, poor research conditions and other disadvantages led to the poor attractiveness of the university’s talent, the phenomenon of serious brain drain, high-level talent management systematic research has a greater theoretical significance and important practical significance. This paper combines ZUNYI Normal College’s own schooling characteristics, summarizes the ZUNYI Normal College high-level talent management problems exist in the main social factors, school factors, the talent’s own factors and other factors in three major aspects, respectively, from the government, schools and talents from the individual three perspectives to propose management strategies and countermeasures.

**Keywords:** ZUNYI Normal University; High-level Talents ; Brain Drain; Management Mechanisms

## 1 Introduction

### 1.1 Background and significance of the study

Talent is the first productive force, the Third Plenary Session of the 18th Central Committee of the Communist Party of China adopted the “Decision of the Central Committee of the Communist Party of China on a Number of Major Issues Concerning Comprehensively Deepening the Reform”, which requires that “the establishment of a systematic mechanism for gathering talents, selecting the world’s best and using them, breaking down institutional barriers, removing identity barriers, so that everyone has a channel to grow and stand out, and all kinds of talents have a broad world to display their talents”. The comprehensive deepening of reform deployment at the national level provides an important opportunity for the reform of the talent system and mechanism and talent management. As the first front of high-level talent cultivation, the level of management of colleges and universities directly affects the quality of talent cultivation and thus the development of the country.

The education level of Chinese colleges and universities is constantly improving, but there are still some problems, especially for colleges and universities located in the western region, the disadvantages of undesirable geographic location, few sources of funding, and poor scientific research conditions have led to the poor attraction of talents in colleges and universities in the western region and the serious phenomenon of brain drain. Secondly, the flow of talents in colleges and universities has been reversed, and the talents are crowded in the big coastal cities. Furthermore, the current social environment is an important social environment to accelerate the flow of high-level talents in colleges and universities.

At present, the whole world has realized the key role of talents with high intelligence, high level and high knowledge to a country, region and school. The lack of high-level talents in ZUNYI area colleges and universities in GUIZHOU Province is even more serious, affecting the overall development of ZUNYI area colleges and universities, the quality of teaching and the enhancement of

popularity. How to carry out scientific and effective management of high-level talents, maximize the attraction of talents, retain talents is the core of the current talent management. Therefore, this paper takes ZUNYI Normal College in ZUNYI area as the research object, and conducts a systematic research on the management of high-level talents, and the research has greater theoretical significance and important practical significance.

### 1.2 Content and methodology of the study

Taking ZUNYI Normal College as the research object, this paper explores the problems and reasons of high-level talent management from the situation of high-level talents, the existing high-level talent management system, and the loss of talents, through the research methods of literature method, interview method, data comparison and so on. Using demand theory, incentive theory, fairness theory and so on to find out the countermeasure program to solve the problems from the national level and the level of the university itself. Finally, according to the current problems and status quo of ZUNYI Normal College, combining with ZUNYI Normal College’s history of schooling, geographic location, faculty structure and other actual factors of its own, it puts forward a high-level talent management method in line with ZUNYI Normal College, which will help ZUNYI Normal College’s development.

## 2 Relevant Theory

### 2.1 Brain drain from higher education

For the loss of college talent, the manifestation of outflow can be divided into two categories: hidden college talent loss and explicit college talent loss. Explicit college talent drain refers to the college talent from within the university to other colleges and universities or other industries to find another way out, thus adversely affecting the development of colleges and universities; and implicit college talent drain refers to the negligence of colleges and universities that should be used by colleges and universities to make the talent active or passive and colleges and universities passed by and ultimately can’t utilize the talents of the colleges and

universities.

## 2.2 Mobility in higher education

From a broad perspective, college talent mobility is included in the college talent outflow, specifically refers to the change of the work status of the college talent, this change can be the work position, location and other aspects of the change only within the college. From the hierarchical structure of college and university mobility, college and university talent mobility can be divided into: higher education talent outflow, inflow and internal mobility, which can be divided into vertical and horizontal college and university talent mobility according to the direction of college and university talent to social mobility .

## 2.3 Talent management in higher education

High-level talent management should be based on a clear understanding of what talent management is. Talent management generally involves the selection, introduction, appointment, evaluation, training, mobility, retention and so on, with the aim of mobilizing the intrinsic factors of talents, maximizing their potential, making the best use of their talents, and focusing on the creation of an excellent environment conducive to the development of talents, and prompting the improvement of their qualities, abilities and talents to be brought into play. Therefore, talent management is a comprehensive, high-level activities. Based on this, high-level talent management in colleges and universities refers to the factors that may affect the role of high-level talent for scientific planning, organization and job analysis, coordination and control of comprehensive, high-level activities, involving the introduction of planning standards, configuration and use, performance evaluation, sincere training to retain management activities .

## 2.4 Theories on brain drain

Field theory is proposed by the American psychologist Levin, which establishes a function of individual performance and personal ability and personal external environment, and analyzes the factors affecting individual performance. He believes that the institutional mechanism of university talent management as well as compensation and benefits may put university talents in unfavorable working environments, thus resulting in the loss of university talents.

The Hierarchy of Needs Theory, proposed by the American psychologist Maslow, classifies human needs into physiological, safety, social, respect, and self-actualization needs, and categorizes needs from low to high.

Objective management, i.e. management objectives is management based on objectives. With the increase of technical and managerial problems in the social and economic fields that contain complex knowledge elements, how to strengthen the management of knowledge workers and give full play to their ability to create value by utilizing their knowledge, experience, and technology has become an important issue of concern to management theorists and management practitioners.

The concept of lifelong education was put forward by the French educational thinker Paul Lange land , who believed that the concept that a person with certain knowledge and skills can cope with life-long ease has become obsolete, and that the education process must be carried out throughout a person's life. As for high-

level talents in colleges and universities, knowledge and skills are the key to maintain academic advancement, progress, and vitality, therefore, lifelong education is necessary for high-level talents to remain dynamic and fresh.

## 3 Status of Talent Management in ZUNYI Normal University

In order to gain an in-depth understanding of the situation of the use development and outflow of high-level talents in ZUNYI area colleges and universities and the problems arising from the process of talent management, this study takes ZUNYI Teachers College, a century-old college in ZUNYI, as an example, which adheres to the strategy of strengthening the college with talents, has an advanced philosophy of school running, and has a strong atmosphere of innovation and entrepreneurship; on the other hand, ZUNYI is the important transportation hub in Southwest China that undertakes the north-south and connects the east-west.

### 3.1 School Introduction

The predecessor of ZUNYI Normal College was ZUNYI Primary Teacher Training College founded in 1907, renamed as "Provincial ZUNYI Teacher Training School" in 1936, established as ZUNYI Teacher Training College in 1958, and upgraded to ZUNYI Teacher Training College and started undergraduate education in 2001. It has been awarded as "National Civilized Unit", "Key Research Base of Humanities and Social Sciences of the Ministry of Education", "The First Batch of Characteristic Cultural Schools in GUIZHOU Province", "National Model Unit for Progress in National Unity", "National Model Unit for Progress in National Unity", and "National Model Unit for Progress in National Unity". National Civilized Unit", 'Key Research Base of Humanities and Social Sciences under the Ministry of Education', 'The First Batch of Special Culture Schools in GUIZHOU Province', 'National Demonstration Unit for Progress in National Unity', etc. Up to now, ZUNYI Normal College has established 4 scientific research institutes, 5 teaching service institutes, 9 party organizations, 19 teaching institutes and 14 administrative institutes.

### 3.2 Status of high-level talent

#### 3.2.1. Number of talents introduced

Figure 1 Number of high-level talents introduced to ZUNYI Normal College in the past five years

According to Figure 1, ZUNYI Normal College introduced the most talents in 2019, as high as 73 people, and the number of talents introduced in 2020 is the least number of only 8 people, which leads to this reason is that ZUNYI Normal College is in the process of applying for a university renaming in 2020, and in order to meet the index requirements, the number of talents introduced in 2019 is purposely increased. It can be seen from Figure 1. In 2020 to 2023, the number of talents introduced into ZUNYI Normal College in each year is 8, 19, 29 and 21 respectively, according to the survey, the number of talents introduced in these four years has decreased significantly compared with 2019, the reason is that the school pays more attention to the quality of the introduced talents.

#### 3.2.2. Number of brain drains

Figure 2 Number of high-level talents lost in ZUNYI Normal College in the past five years

According to Figure 2, it can be seen that the number of high-level talents lost in ZUNYI Normal College in each of the past five years is showing an upward trend, of which in 2019, 2020, 2021, respectively, 3, 5, 6 people, in 2022 broke through the single-digit number, and even as high as 11 in 2023, according to the survey, the reason for this phenomenon is that the introduction of ZUNYI Normal College need to sign a service contract with the school. Years of service, in 2022 the end of the service life of more people, so the number of brain drain is higher. Compared with the 21 people introduced in 2023, 11 people were lost in 2023, which is a serious phenomenon of talent loss in the school.

Since 2019, the college has issued talent policies every year, and the category of high-level talents covers a wide range, from the introduction of talent policy is relatively sound. Although it insists on issuing relevant management documents every year, and attaches importance to the introduction and cultivation of high-level talents in the ideology, the number of introduced high-level talents can not realize a qualitative breakthrough, and fails to form a talent aggregation effect, and the method of cultivating talents internally is single and insufficient, and there is not enough innovation in the means of providing high-level talents' services and benefits, and it fails to create a new highlight and realize a breakthrough by combining the local actuality and characteristics in the management of high-level talents. In the management of high-level talents, it fails to create new highlights and realize breakthroughs in the light of local realities and characteristics, resulting in poor results in attracting and retaining talents and failing to realize the strategic goal of strengthening the university with talents.

### 3.3 Characteristics of brain drain

#### 3.3.1 The trend of "double high"

From the above survey, it can be seen that the loss of talent in local colleges and universities is dominated by people with high academic qualifications/degrees and titles. In China's local colleges and universities, a considerable portion of the newly developed "new schools", the reserve of high-level talent is already very insufficient, these existing school will create a brand for the school's expertise, specialization of young and middle-aged talent is even more valuable. Therefore, the loss of this part of the population, has threatened the local universities.

#### 3.3.2 The loss of talent is a professional concentration, the trend of the rich and powerful

The loss of talent specialties are mainly concentrated in the school's urgent need of information technology, art, finance and foreign trade, foreign languages, etc., concentrated in the age group between 30-50 years old, they are an important echelon of the talent team. The loss of young teachers has caused the academic echelon of colleges and universities to be difficult to form a scientific and reasonable structure.

#### 3.3.3 There are many channels of brain drain and the trend of brain drain is diversified

Talent loss mainly has the following channels: First, the school sent out to read master's and doctoral degrees after graduation is not willing to return to work in our school. Secondly, the talents resigned and left. Third, the talent through the market two-way choice to go. Fourth, the talent through the formal personnel department transfer. Fifth, through other channels of loss.

#### 3.3.4 the hidden loss of talent is intensifying the trend

Hidden wastage is manifested in the fact that people do not feel at ease with their own work, and take advantage of the fact that colleges and universities do not sit in classes to engage in so-called "second careers" outside the school, in fact, they put their main efforts outside their own posts, resulting in the situation of "being in CAOYANG and having their hearts in the Han".

### 3.4 Analysis of the causes of brain drain

The flow of talents in colleges and universities is the result of a variety of factors, including the social environment, the college itself, and the personal factors of talents. The gap between the outflow of local colleges and universities in terms of salary and benefits, work arrangements, cultural atmosphere and other aspects and the personal expectations of talents is a major push force to promote the outflow of talents, and the inflow of local colleges and universities in the above aspects and the personal expectations of talents close to attracting the inflow of talents is an important gravitational force. Various factors affecting the flow of talents do not work alone, but are interconnected and affect each other, and eventually take a combined effect on the flow of talents.

#### 3.4.1 Social factors

Economic income has a greater impact on the mobility of talents, and the vast majority of talents move in order to improve their economic situation. Although many local colleges and universities have formulated some measures of last resort in order to retain talents, such as charging training compensation fees or improving economic treatment, the high compensation fees cannot retain these outflow teachers. The working and living conditions of local universities have improved greatly in recent years. However, due to the constraints of insufficient local financial input and the policy system, there are still many practical difficulties plaguing the teachers, such as the slow growth of teachers' economic income, the housing tension, the separation of husband and wife, etc., and the pressure on the life of the middle- and young-aged teachers in particular is relatively high. After the expiration of the service period of the imported high-level talents, the university cannot continue to provide the corresponding settlement fee, which leads to a sharp decline in the income of these high-level people in the university. On the contrary, after the expiration of the service period, if they jump to other universities, they can once again get about ¥800,000 of installation fee, which is the income of an average person for 14 years compared with the income of the ZUNYI City area.

#### 3.4.2 School factors

(1) It is difficult for schools to meet teachers' career expectations. Young and middle-aged core teachers have already made small achievements in their careers, and a number of years of career has already made him mature and formed a more definite career anchor, such as the pursuit of higher academic degrees, the pursuit of higher academic achievements, and the pursuit of a new way of life, and so on.

(2) Dissatisfaction and disappointment with the internal management of the school. The impact of the development of market economy on education makes teachers in colleges and universities have a strong sense of crisis from time to time. According to the interviews, it is learned that some school administrators rely entirely on strong administrative means to

manage teachers, without considering the feelings and needs of teachers, and the idea of “officials” is serious; teachers are insignificant and can’t really participate in politics, which makes teachers feel no corresponding respect and lack of due affection for the school, and thus causes the loss of talents.

(3) Lack of balanced school resource allocation mechanism. The management of the school, such as the annual budget, staff training, promotion, salary and rewards, the budget and use of scientific research funds, the arrangement of office equipment, housing allocation, work arrangements for employees’ families, etc., are essentially a kind of distribution of school resources, and the school administrators are always in accordance with certain rules to complete the distribution of resources. In this process, if the rules themselves lack rationality, or if the administrators make mistakes or are even self-serving, it will easily lead to a sense of unfairness in the distribution among the teaching staff. For teachers in general, although they are dissatisfied with the situation, they are unable to solve the problem themselves, and although they have made some appeals, they are often ineffective, so they will gradually develop a desire to “find another job”.

#### 3.4.3 Individual factors

Talent mobility is related to the talent’s own factors, on the one hand, not related to the job: firstly, it is related to the talent’s age and tenure, usually the older and the longer the tenure of the teachers in the same school, the lower the rate of leaving. According to the interviews, most of the teachers who left and jumped from ZUNYI Teachers’ College were aged 35-50. Secondly, it is related to family, including taking care of parents, children’s education, spouse’s work and life, etc. According to the school’s statistics, some of the teachers who left their jobs did so for family reasons.

## 4 Talent Management Strategy and Countermeasures

Through the analysis of high-level talent management found that due to the high-level talents are easily attracted by the coastal areas, developed areas of high-quality material treatment and the high degree of acceptance of talent mobility in today’s era, western colleges and universities are faced with more severe competition for talent. In order to balance the high-quality educational resources in the western coastal areas, improve the quality of education, and promote the economic development of mountainous regions, the management strategies for high-level talents in western ZUNYI universities are more urgently needed, therefore, combined with the problems and reasons for the management of high-level talents in ZUNYI Teachers’ College, this chapter proposes management strategies and countermeasures from the perspective of the government, the school, and the talent individuals respectively.

### 4.1 Government-level management

The government is the main body of the policy, is the main source of school financial funding, is the commander of the flow of talent and wind vane. At the same time, as a service-oriented government in the new era, it should also do a good job of pulling strings, building bridges, building platforms, and promoting exchanges in the role of talent management. Through the enhancement of university management autonomy, support for the transformation of university research results, to ensure that

universities and colleges of multiple financial support, to create a social environment of talent and respect for talent and other directions can be efficiently realize the positive intervention of the government.

### 4.2 School-level management

Constructing a reasonable remuneration and benefit incentive system, such as constructing a perfect remuneration system, formulating a reasonable remuneration management system, maintaining the external fairness and competitiveness of the remuneration level, the remuneration should respect the characteristics of the academic work of high-level talents, and the remuneration system should pay attention to the improvement of the welfare and insurance of high-level talents, and so on.

The management and use mechanism to stimulate the vitality of high-level talents, from the perspective of human resource management, human resource management in colleges and universities has gained the recognition of the management with the features of rational allocation of human resources in colleges and universities, fully exploring human potential, increasing the development of human resources, and promoting the development of the cause of higher education. Human resource management in colleges and universities is mainly divided into human resource planning, teacher recruitment, job appointment, training and development, appraisal and evaluation, compensation and welfare and social security, among which the management of talents involves appraisal and evaluation, job appointment, training and development, compensation and welfare and social security.

Create a career platform for high-level talents to achieve lifelong success. High-level talents, as teachers at the top of the university teacher pyramid, have rich knowledge and academic pursuits, and are widely respected by society at large. Physiological needs, safety needs, social needs and self-actualization needs have been basically satisfied, and the most important motivational needs element is the need for self-actualization. At the same time, according to the literature, high-level talents in underdeveloped colleges and universities are very concerned about whether they can have the space to display their talents and whether they have the career platform to realize their dreams. If they can achieve the same or similar career heights as they work in key universities in ZUNYI Teachers’ College, then it will greatly reduce the difficulty of attracting and retaining talents in the management process of ZUNYI Teachers’ College.

### 4.3 personal management

ZUNYI Normal College high-level talents, especially young and middle-aged backbone teachers, should set up ambitious ideals, the correct concept of value of life, in the face of various temptations in society, but also should have their own professional ethics. For the professional positions engaged in, should be dedicated, not because of personal factors, negative and irresponsible for the work. Colleges and universities as a talent absorption, training and supply base, college and university talents for teachers, their words and deeds for college and university students is undoubtedly a huge impact. Therefore, ZUNYI Normal College talents in strengthening their own ability to exercise, pay attention to the cultivation of personal qualities at the same time, should also pay attention to the cultivation of professional ethics, set up a noble value concept. ZUNYI Normal College high-level

talent management requires talents to conduct self-management from their own point of view in order to be able to sink their hearts into teaching and educating, conducting scientific research, serving ZUNYI education and economic development, and avoiding being driven by short-term interests and going with the flow.

#### 4.3.1 Formulate personal career plans and goals

High-level talents in the process of formulating personal career should firstly grasp the appropriate overall goals, and then further clarify the specific goals of a certain stage, and formulate a multi-level, effective and reasonable career plan, in order to ensure the effective completion of the overall goals of the stage. Secondly, in the development of individual career goals need to consider the organization's career goals and to maintain consistency with them. Individuals and organizations to reach a consensus can enhance high-level talent to the school's sense of identity, sense of mission and sense of responsibility, but also can make the talent and the school to join forces to create more strength, attractiveness, competitiveness of western universities.

#### 4.3.2 Establish the concept of lifelong education

Although high-level talents are located at the top of the talent pyramid, some high-level talents have risen to the professor, but also prone to encounter career bottlenecks and stagnation period, continuous learning and further education is very important. Talents only in teaching and research practices firmly establish the concept of lifelong education, by constantly updating the existing knowledge system, expanding knowledge content, extending the depth of knowledge, and strengthen self-management, in order to keep pace with social development and progress and constantly keep up with the new level of knowledge, to ensure that colleges and universities continue to develop power.

#### 4.3.3 Cultivate the sense of dedication to red ZUNYI

It took 4 years for the bamboo to grow upward by 3cm, during which it put its roots deep into the soil and the length of the roots stretched for hundreds of meters, only to be rewarded with a crazy upward growth of 30cm per day in the fifth year, which is the revelation of nature. Similarly, high-level talents of ZUNYI Normal College should have the bamboo spirit, utilize the advantageous resources of ZUNYI to carry out scientific research, overcome the lack of scientific research conditions and the undesirable environment, serve the development of ZUNYI City, and put their roots deep into the red ZUNYI, and they can also create a new world.

## 5 Conclusion

Colleges and universities, as the first front of high-level

talent work, the level of their management directly affects the development of talent, thus affecting the development of the country. Compared with developed areas such as Beijing, Shanghai, Guangdong, Zhejiang, Jiangsu, etc., there are still some problems in the management of high-level talents in local universities in China, especially in universities such as ZUNYI Normal College located in the western mountainous area, where the short time of ascending to the undergraduate institutions, the undesirable geographical location, the small source of funds, the poor research conditions and other disadvantages have led to the poor attraction of talents in universities and the seriousness of the phenomenon of the brain drain. This paper, after a large number of collection, categorization, reading related literature, based on the existing research results, relevant documents, recruitment announcements and other information, ZUNYI Normal College high-level talent management status quo for in-depth analysis, analyze the status quo of talent in ZUNYI Normal College as well as the basic characteristics of the brain drain. For the loss of talents in ZUNYI Teachers College, ZUNYI Municipal Government and ZUNYI Teachers College must attach great importance to it and take active measures to solve the problem of difficult to introduce and difficult to stay talents. The main reasons for the loss of talents in ZUNYI Normal College are analyzed, mainly in three aspects, i.e., social factors, school factors, and talents' own factors.

For solving the problem of talent loss in ZUNYI Normal College, this paper combines the problems and reasons for the management of high-level talents in ZUNYI Normal College, and puts forward management strategies and countermeasures from the perspective of the government, the school and the individual talents. First of all, the government should enhance the management autonomy of colleges and universities, support the transformation of scientific research achievements of colleges and universities, guarantee the diversified financial support of colleges and universities, and create a social environment that cherishes and respects talents. Secondly, universities should build a reasonable salary and benefit incentive system, a management and utilization mechanism to stimulate the vitality of high-level talents, and a career platform for high-level talents to achieve lifelong success. Finally, high-level talents should make personal career plans and goals, establish the concept of lifelong education, and cultivate the awareness of dedication to the red ZUNYI. The management of high-level talents in ZUNYI Normal College requires the tripartite cooperation of the government, school and talents themselves, and the good guarantee in talent policy, incentive system, utilization mechanism, career platform and environment deployment, in order to make the sustained and stable development of the high-level talent team in ZUNYI Normal College.

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