



**A SURVEY ON JOB SATISFACTION OF HIGH-LEVEL  
TALENT IN APPLICATION-ORIENTED GENERAL  
UNDERGRADUATE COLLEGES AND UNIVERSITIES:  
A CASE STUDY OF PINGDINGSHAN COLLEGE**

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**Thematic Certificate**

**To**

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## ABSTRACT

**Title :** A Survey on Job Satisfaction of High-level Talent in Application-oriented

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24 / 10 / 2022

With the continuous development of society, people have become aware that practical teaching is an important link in cultivating students' practical and innovation ability, and also an important way to improve students' social professional quality and employment competitiveness. Many domestic colleges and universities have paid attention to the strengthening of the practical environment in the exploration of education and teaching reform, and actively reformed and explored in school-local cooperation, school-enterprise cooperation, teacher team construction, talent training plan and curriculum system reform, school governance structure and other aspects. Therefore, it can be seen that applied universities, high-level teaching staff is particularly important for the development of universities. For university teachers, they are not only the practitioners of talent cultivation, but also the core force for the development of universities. Improving job satisfaction is of key significance for improving the job satisfaction of college teachers, especially the satisfaction of high-level talent, and promoting the sustainable development of colleges and universities.

Even though colleges and universities are actively introducing and cultivating talent, the care for teachers is still insufficient. In actual work, under multiple pressures such as teaching, scientific research, and family, college teachers are prone to break out of negative emotions, affecting work status and enthusiasm, resulting in job burnout and even resignation. This paper took high-level talent of application-oriented general undergraduate colleges and universities, Pingdingshan College as the survey object to investigate the current situation of job

satisfaction of high-level talent in colleges and universities. Then, analyzed the influencing factors of job satisfaction, the effect of each factor and the internal mechanism, and clarified the relationship between job satisfaction and various dimensions to reduce the brain drain in colleges and universities and promote the construction of college teachers in the new era.

Through the investigation of other teachers' job satisfaction questionnaires and the actual situation of Pingdingshan College, we compiled the "Questionnaire on Job Satisfaction of High-level Talents in Applied Ordinary Undergraduate Universities" to collect basic personal information and job satisfaction data of teachers. SPSS data analysis software was used to carry out descriptive statistics, difference test, correlation analysis, and regression analysis on the collected information. To understand the status quo of teachers' satisfaction with the four dimensions of work reward, work collaboration, work itself, and management system, explore the demographic variables of teachers and whether there were significant differences in each dimension of job satisfaction, so as to provide a reference for colleges and universities to formulate policies. Through the analysis of the data, the following conclusions were drawn: (1) The job satisfaction of college teachers in Pingdingshan University was at a medium level, and teachers were highly satisfied with their work and management system dimensions, while their satisfaction with work returned and work collaboration decreased in turn; (2) There was no significant difference between teachers' gender and professional title in overall job satisfaction and each dimension.

According to the relevant theoretical and empirical research results, the application-oriented general undergraduate university - Pingdingshan University can improve teachers' job satisfaction through the following strategies: Effectively improve the treatment of teachers in colleges and universities, and promote the reform of the salary system; build a fair teacher evaluation system and promote the optimization of the management system; optimize the work conditions and environment to meet the needs of teachers and scientific research; guide the public to give more support and care to college teachers, establish reasonable requirements and expectations to promote the growth and development of teachers.

**Keywords:** job satisfaction, high-level talents, applied universities, questionnaire





## Declaration

*I, XIAOQIAN WANG, hereby certify that the work embodied in this independent study entitled "A SURVEY ON JOB SATISFACTION OF HIGH-LEVEL TALENTS IN APPLICATION-ORIENTED GENERAL UNDERGRADUATE COLLEGES AND UNIVERSITIES—TAKE PINGDINGSHAN COLLEGE AS AN EXAMPLE." is result of original research and has not been submitted for a higher degree to any other university or institution.*

The seal of Siam University is a large, circular emblem in the background. It features a central shield with a crown on top, surrounded by a wreath. The shield is flanked by two lions. The outer ring of the seal contains the text "SIAM UNIVERSITY" in English and Thai script.

*Wang Xiaoqian*

(XIAOQIAN WANG)

Sept 1, 2022

## 摘要

题目：应用型普通本科高校高层次人才工作满意度调研——以平顶山学院为例

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(Dr. Zhang Li)

24 / 15 / 2022

随着社会不断发展，人们已越来越清醒地认识到，实践教学是培养学生实践能力和创新能力的重要环节，也是提高学生社会职业素养和就业竞争力的重要途径。国内诸多高校纷纷在教育教学改革的探索中注重实践环境的强化，在校地合作、校企合作、教师队伍建设、人才培养方案和课程体系改革、学校治理结构等方面积极改革探索，因此可以看出，对于应用型大学而言，高水平的师资队伍对高校的发展尤为重要，对高校教师来说，他们既是人才培育的实施者，也是高校向前发展的核心力量。提高高校教师工作满意度，对于提高高校教师工作满意度、特别是高层次人才队伍的满意度，促进高校的可持续发展有关键意义。

虽然各高校都在积极引进及培养人才，但是对于教师的关怀仍然不足。在实际工作中，高校教师在教学、科研、家庭等多重压力的挤压下，很容易爆发负面情绪，影响工作状态和积极性，从而引起工作倦怠甚至产生离职意向。因此，本文以应用型普通本科高校高层次人才——平顶山学院为例为调查对象，调查高校高层次人才工作满意度现状，分析工作满意度影响因素、各因素的影响效应及内部作用机制，明确工作满意度与各个维度的关系。以期减少高校人才流失，促进新时代高校教师队伍建设。

文章以平顶山学院高层次人才为研究对象，通过调研其他教师工作满意度问卷并结合平顶山学院的实际情况，自编了《应用型普通本科高校高层次人才工作满意度调查问卷》来收集教师的个人基本信息和工作满意度数据，采用 SPSS 数据分析软件对收集到的信息进行描述性统计、差异性检验、相关性分析、回归性分析，了解教师对工作回报、工作协作、工作自身、管理制度四个维度的满意度现状、探寻教师人口统计学变量及在工作满意度各维度上是否存在显著差异，从而为高校制定政策提供参考。通过对数据的分析得到以下结论：（1）平顶山学院高校教师的工作满意度处于中等水平，教师对工作自身和管理制度维度的满意

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## **1. Introduction**

### **1.1. Research Background**

The current society is in a critical period of economic transformation and development, and the relationship between talent supply and demand has changed. To effectively improve the quality of school personnel training, the level and ability of scientific research, and social services, all colleges, and universities are increasing talent introduction efforts and innovating talent introduction mechanisms and have achieved specific results. However, with the state's further advancement in the development of higher education, the role of high-level talents in colleges and universities has become more prominent, and the demand for high-level skills in colleges and universities has become more apparent. In the face of limited high-level talent resources, problems in introducing talents gradually emerged, such as the frequent flow of skills in various universities due to the disorderly introduction of talents. This phenomenon particularly impacts the construction of teaching staff in colleges and universities and the development of higher education (Wang Pengjuan,2021) .

### **1.2. Research Problems**

After entering the 1980s, a new trend has gradually formed in the international higher education community, that is, the general emphasis on practical teaching and the strengthening of the training of applied talents. Many domestic colleges and universities have also paid attention to the strengthening of the practice environment in the exploration of education and teaching reform. Because people have realized more and more clearly that practical teaching is an important link in cultivating students' practical ability and innovation ability, and also an important way to improve students' social professional quality and employment competitiveness. In China, undergraduate majors in applied universities occupy a major position in society.

### **1.3. Objective of the study**

This paper chooses application-oriented general universities as the research industry. For this type of university, high-level talents, especially the team of doctoral students, which are closely related to the development of their disciplines, are an important factor in their high-quality development, and the stability of the teaching staff is very important. Therefore, this paper chooses to determine the research object as high-level talents in application-oriented undergraduate colleges conducts data

analysis, and finally puts forward suggestions and countermeasures that are conducive to the stability of the teaching staff, so as to provide reference for the development of the same type of colleges and universities.

#### **1.4. Scope of the study**

This paper takes the high-level talents of applied general undergraduate colleges and universities in Henan Province as a sample. Collect information about the status of high-level talents in applied undergraduate universities in Henan Province. Therefore, corresponding policy suggestions are put forward to provide policy inspiration for the same type of colleges and universities.

#### **1.5. Research Significance**

Through the investigation, the overall satisfaction degree of teachers in Pingdingshan College is obtained, the influencing factors are analyzed, and on this basis, the internal mechanism of the influencing factors is explored, and the relationship between job satisfaction and influencing factors is further clarified. Apply it to the management of school teachers, and strive to improve the job satisfaction of college teachers and reduce the loss of teachers.

### **2. Literatures Review**

#### **2.1. High-level talents**

Many scholars define high-level talents according to their social environment, practical needs, and cognition. The standards of different levels and fields are also other, ranging from broad to narrow. For colleges and universities, high-level talents tend to be highly educated personnel with a doctoral degree or professional and technical personnel with senior professional titles with strong scientific research ability. These people generally have high comprehensive adaptability, scientific research innovation, practical operation ability, robust adaptability, and innovation. Different colleges and universities have different definitions and needs for high-level talents according to their educational level, development orientation, discipline construction, and other conditions. Key colleges and universities have higher requirements for high-level skills. Generally, they need first-class or top-notch talents, leaders, or people with outstanding contributions in a particular field or discipline. Ordinary colleges and universities' requirements are relatively low, divided into different levels according to the diverse needs of the school's discipline development.

## **2.2. The flow of talent**

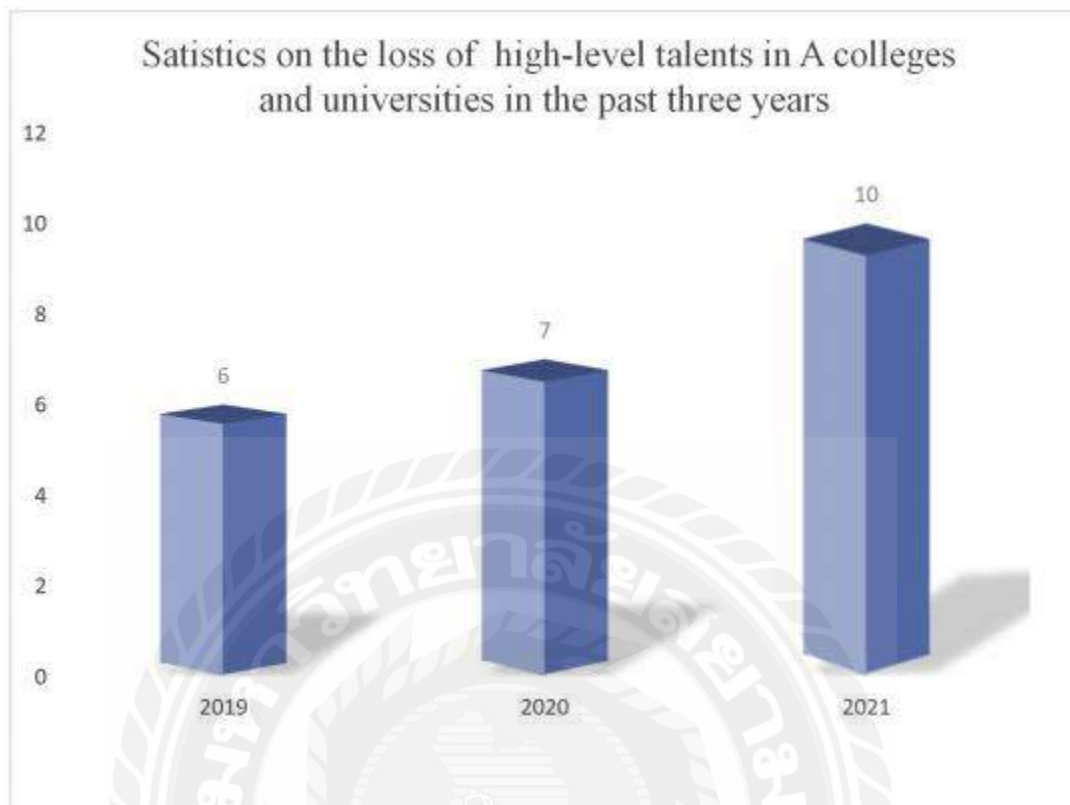
The flow of talents is an inevitable phenomenon of development. An orderly flow of skills can generate specific value. Good talent flow can activate the potential of a unit and team, promote the optimal combination of teams, stimulate innovative ideas of individuals and teams, and increase scientific research output. Reasonable talent flow is the need for social development and personal growth and development. However, with the increasingly fierce "battle for talents," the flow of talents has gradually become disordered and disordered, and problems such as severe brain drain have steadily appeared in various units.

## **3. Current situation**

In recent years, significant colleges and universities have continuously improved the policies for the introduction of high-level talents, increased the training and cultivation of high-level skills, and achieved specific results. But there are still some universities in China facing the dilemma of brain drain.(taking Pingdingshan University as an example).

To further optimize the structure of teachers in colleges and universities, improve the level of teachers, and improve the comprehensive strength of schools, the introduction and training of high-level talents have become the primary task of talent work in colleges and universities. As a scarce resource, high-level talents compete with each other in addition to colleges and universities. Enterprises and institutions in other regions are also competing. The competition for high-level skills is particularly fierce. In recent years, there has been a trend of disorderly competition. Under the circumstance that domestic colleges and universities have implemented the strategy of strengthening the school with talents, high-level talents have become the target of all colleges and universities. Various regions and units have formulated high-level talent introduction policies to attract talent, especially economically developed areas, which compete for talent regardless of cost. This phenomenon will inevitably lead to a severe loss of high-level skills in some colleges and universities. Local colleges and universities, such as college A, are also profoundly affected by this talent competition.

**Table 1 Statistics on the loss of high-level talents in Pingdingshan University and universities in the past three years**



Source: (Official website of Pingdingshan University <https://rsc.pdsu.edu.cn/>)

According to the survey of 23 high-level talents lost, two resigned due to the suspension of enrollment in Pingdingshan University major, 6 resigned to take care of their families and children to go to school, 13 resigned due to personal development, and 2 lost due to organizational transfer(2021).

After an investigation into the personnel office of Pingdingshan University, it was found that such a phenomenon has occurred in the problem of high-level brain drain in the past two years. And after passing the senior professional title review, they are "poached" by higher-level colleges or colleges with better salaries, which makes the discipline team construction of Pingdingshan University lack the backbone, and years of hard work go to waste.

#### **4. Finding and Conclusion**

According to the above analysis, in a comprehensive view, the reasons affecting the loss of high-level talents in PDS universities mainly focus on internal factors and external factors. Therefore, we will carry on the analysis emphatically from these several aspects.

##### **A. Internal causes**



The understanding of the importance of the strategy of strengthening the school by talents is not yet in place, there is a lack of planning for the long-term development of the school's career, and too much attention is paid to immediate interests. The construction of a talent team is a protracted battle. It is necessary to make target planning at the height of the high-quality development of the school's career and to have a certain degree of patience to promote the construction of the teaching staff. For example, in attracting talents, cultivating talents, and retaining skills in schools, formulate a system compatible with the development of the school's career, and propose reasonable and practical measures. Suppose you are too eager for quick success and want to complete the construction of the talent team in a short period. In that case, it will inevitably lead to a waste of talent resources and will not be beneficial to the development of the school.

Weak ability to stay. The first is that the career development platform cannot meet the maximum realization of the self-worth of high-level talents. Due to the lack of high-level platforms at Pingdingshan university, there is no mature scientific research team after the introduction of high-level skills, and its role cannot be fully exerted. The combined force of talents and the benefits of talent multiplication cannot be exercised. Secondly, in terms of salary and treatment, the problem of salary treatment is the biggest reason for attracting high-level talents. It is also the primary factor for the loss of high-level skills. In the high-level talent introduction policy, in recent years, colleges and universities have increased investment in talent introduction and have raised remuneration packages such as settlement allowances, salary scale wages, and subsidized housing. There is a particular gap between Pingdingshan University and other universities regarding salary and benefits compared with colleges and universities in economically developed regions. Excellent talents gradually flow to high-level colleges and universities in high-income and economically developed areas. Then, in terms of the long-term development of high-level skills, the current talent management system and mechanism and the guarantee of talent growth conditions in Pingdingshan University have obvious disadvantages compared with other high-level universities. As a result, high-level talents feel confused about their development, question the comprehensive strength of the school, and the ability to retain talents is relatively weak. Such situations are prevalent in ordinary colleges and universities. Individual high-level skills use regular colleges and universities as a springboard, enjoy preferential treatment in traditional colleges and universities, and move to higher-level colleges and universities after their professional titles are successfully promoted.

Caring for high-level talents is not enough. Pingdingshan University and universities are currently vigorously promoting the introduction of high-level skills. The number of high-level talents is increasing daily, but the personnel serving

high-level talents are weak. The school has not yet set up a particular high-level talent service center and only relies on a few staff in the personnel department, and the team is also busy with daily affairs. It isn't easy to take a lot of time to focus on the thinking, learning, and living conditions of high-level talents.

#### B. External causes

Geographical location is one of the important factors restricting the development of colleges and universities—the province where Pingdingshan University is located is an area with a large population. The transformation of China's economic structure has slowed the province's development, with the agricultural economy as its primary industry. Education is relatively backward, the distribution of talents in various cities is uneven, and there is a general loss of skills, which has formed a vicious circle of fewer talents and more significant loss; the development of new industries is relatively slow. The city where the university is located is neither a first-tier city nor a provincial capital. It has no advantages in developing the economy, education, infrastructure, transportation, etc., and is relatively less attractive to high-level talents.

The city where Pingdingshan University is located lacks support policies for introducing high-level talents. For example, there is no green channel for introducing high-level skills during entry procedures. For the transfer and resignation of high-level talents and their families to work at Pingdingshan University, the registration, salary and social security processing, etc., are time-consuming, and seamless connection cannot be achieved. Institutions have some necessary conditions for entry procedures, such as personnel file transfer, salary relationship transfer, etc., and these procedures are relatively complicated, cumbersome, and slow. Some high-level talents have been employed for several years, but their entry procedures have not been completed, such as the establishment cannot be handled, the salary cannot be approved, etc. As a result, high-level talents complained and could not work with peace of mind. However, you can skip these procedures in enterprises or some colleges and universities and sign the employment contract directly.

Under such competition, Pingdingshan University and universities in small fourth-tier cities have no advantage. Foreign units have thrown olive branches to the high-level talents in the school, resulting in a severe loss of high-level skills. Moreover, there are insufficient high-quality educational resources in kindergartens, primary schools, and junior high schools around the area where Pingdingshan University is located, which cannot meet the needs of high-level talents for their children's education.

## 5. Recommendation

In the previous chapter, we analyzed the main causes of high-level brain drain in

PDS universities from the internal and external perspectives. This chapter will continue to discuss the countermeasures of the brain drain problem, and provide countermeasures and solutions for the solution of the brain drain problem.

#### A. Internal advice

Pingdingshan University and universities should improve their positions in developing high-level talent teams. Closely focus on the school's discipline and professional construction needs, formulate a talent team construction plan suitable for the school's long-term development, Improve the long-term mechanism for high-level talent team building, increase investment in the introduction of high-level talents, Promote the formation of an intense atmosphere in which the whole school cares for and cherishes talents, retains skills, supports and helps talents, and strives to form a working mechanism for outstanding talents to stand out.

Further, improve the training mechanism. Focus on training a group of young and middle-aged backbone talents, and enhance the level of existing teachers. According to the needs of the school's career development and the overall development plan for the construction of disciplines and majors, make a plan for the annual dispatch of doctoral students from each department. Increase training efforts, strengthen the review of applicants for postgraduate degrees abroad, and encourage professional teachers who are in short supply to improve their academic degrees. Adhere to the combination of independent training and critical introduction, promote the integrated development of talent introduction and talent cultivation, and encourage the introduction of high-level and high-level talents to participate in discipline construction and talent echelon construction.

Create a suitable environment for talent development. It is necessary to increase publicity efforts, innovate publicity methods, shape a good image of Pingdingshan University, create a thriving atmosphere, establish new ideas and advantages of Pingdingshan University through extensive publicity, and form a soft power to attract high-level talents. According to the discipline and professional construction plan, around the talent allocation resources, establish and improve the high-level talent team system. Improve supporting measures to provide high-level talents with a broader scientific research practice platform and richer high-quality resources. High-level subject leaders form teams to gradually develop a complete subject system, so the value of high-level talents can be reflected. Create a bright career development prospect, and then attract more high-level skills to join the platform construction so that the high-level talent team will continue to grow and develop.

Reform and improve the evaluation mechanism for high-level talents, and maintain the integrity and innovative use of skills. Follow the law of teacher growth and development, highlight the comprehensive evaluation orientation of morality, ability, and performance, establish classification evaluation standards according to the

characteristics of teachers at different positions and levels, and evaluate teachers scientifically, objectively, and fairly. Give full play to the stimulating and guiding role of talent evaluation, and mobilize the enthusiasm and creativity of teachers. Accelerate the construction of a high-level application-oriented university in the school, build a career platform, break down the mechanism barriers in personnel training, use, service, support, incentives, etc., make good use of talents without sticking to one pattern, and do everything possible to achieve skills. Improve the enthusiasm of high-level talents to start a business, give full play to the level of high-level talents, and drive the high-quality development of the school's career.

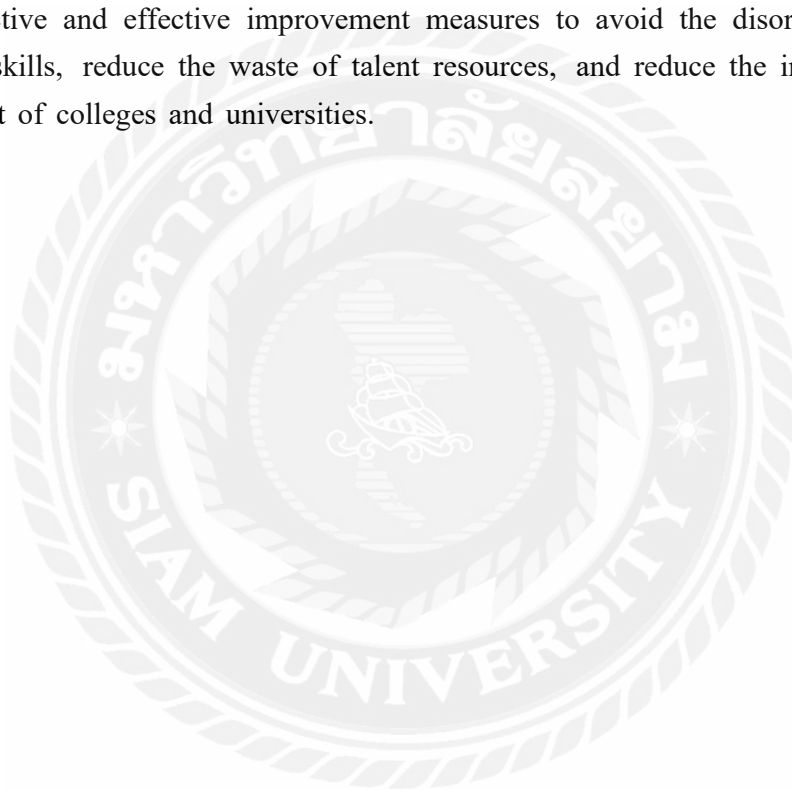
Provide more personal services for high-level talents, and retain skills with heart and love. For example, the school has established a specialized agency for high-level talent service to strengthen the specialized force for talent service. Coordinate various school departments, solve the demands of high-level talents and provide better services for high-level talents. Further, promote the work of school leaders to contact high-level talents. All school leaders and party and government leaders of secondary colleges should strengthen contact with high-level talents, always care about high-level talents' thoughts, work, and living conditions, and help promptly solve urgent problems. Create conditions and provide services for them in scientific research, discipline construction, personnel training, and technology application. The school can also help high-level talents solve the work of their spouses in accordance with relevant policies. Suppose the spouses meet the requirements for follow-up transfer. In that case, they will assist them in the follow-up procedures, and those who do not meet the criteria for follow-up transfer will assist them in handling personnel agency procedures, etc.; (primary, junior high school) problems, etc. Be full of enthusiasm for all kinds of high-level talents to be a good "logistics minister," solve the worries of high-level talents, and genuinely retain people for love, treatment, and career, to improve talents' sense of belonging and happiness.

#### B. External measures

The government has introduced supporting incentive policies for high-level talents and established a "green channel" for opening high-level talents. For example, formulate more flexible policies when handling the establishment procedures, post setting, social security, salary approval, and other work for newly introduced high-level talents. Re-identify the missing archives and materials that cannot be re-applied to ensure that freshly introduced high-level talents can arrive on time as scheduled, and their establishment, salary, social security, and other procedures are generally approved to provide the vital interests of high-level talents. At the same time, the Municipal Party Committee and the Municipal Government need to study and formulate relevant policies to support the construction of high-level talent teams in schools, such as allowing the construction of high-level talent apartments, and at the

same time increasing support for high-level talents introduced by the school in terms of housing allowances and supporting funds for scientific research. Improve the sense of acquisition and honor of high-level talents, and form a good social atmosphere in which everyone loves and cares about talents to introduce and stabilize more excellent high-level talents.

To sum up, high-level talents are introduced or cultivated by colleges and universities that invest a lot of human, material, financial and other resources. However, his disorderly loss has significantly impacted the construction of teaching staff in colleges and universities and the development of colleges and universities. Colleges and universities should highly value it. Colleges and universities should conduct an in-depth and detailed analysis of the disorderly loss of high-level talents and take active and effective improvement measures to avoid the disorderly loss of high-level skills, reduce the waste of talent resources, and reduce the impact on the development of colleges and universities.





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