

The Dilemma and Countermeasures for Strengthen High-Level Talents

Model of Students in Guangxi Arts University

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Abstract

The objective of this research was: (1) To study the current situation and defects of the high-level talents at Guangxi Arts University (2) To explore the psychological needs of high-level talents in choosing a career in the context of epidemic and (3) To propose strengthen high-level talents model of students in Guangxi Arts University. The research was a mixed methodology research. The population includes administrators, vice-senior with academic position, Lecturers with doctoral degree from Guangxi Arts University with a total number of 421 in high-level talents. The questionnaire group with simple random sampling, the sample size of 203 university administrators and lecturers was determined. The questionnaire group B, using nonprobability sampling to taking samples with accidental sampling to selection of samples to obtain the desired number without criteria total 433 people of in high-level talents participated in the survey. The key informants were administrative personnel of Guangxi Arts University, Dean, head of art majors 'lecturers totalling of 15, obtained by purposive sampling method. To confirm model with 8 Experts for Connoisseurship. The research finding revealed that: (1) The current situation and defects of the high-level talents at Guangxi Arts University to promote the development of universities for competitiveness and challenges the university policy to collaboration with network and partnership for drive together with high-level talents introduction to achieve the first-class disciplines in Guangxi Arts University(2) The psychological needs of high-level talents in choosing a career development opportunities and better living standard to provide the environment opportunity to the mobility of talent, and (3) The strengthen high-level talents model of students in Guangxi Arts University to driven mechanism include; provide academic environment, focus influence factors, create working environment, development of living environment welfare, Policy enhancement service environment.

Keywords: The Dilemma and Countermeasures; High-level Talents Introduction Model;
Guangxi Arts University

Introduction

Guangxi Arts University is the only art university in Guangxi. To take the lead in the development and transformation process as well as win the competition among colleges and universities, it is necessary for it to improve comprehensiveness as well as build a high-quality and high-level teaching staff team. To better attract talents and introduce high-level talents, Guangxi Arts University has introduced a series of favourable policies, including master; enjoying the treatment of a lecturer; doctor; enjoying the treatment of an associate professor with a research start-up fee; housing allowance; and high-level talent allowance. Despite the generous policies, high-end talents such as doctors and professors are still in short supply in terms of both quality and quantity. These situations show that even improved treatment does not meet the demand for high-level talent introduction. At the same time, the university also faces many difficulties with internal talents and eventually might lead to the loss of talents, such as the depletion of talent resources, difficulties in talent evaluation, talent training, talent use, talent development space, and many other aspects. Therefore, it causes the problem that the introduction effect is not obvious, especially for the introduction of top-level talents. (Guangxi Arts University, 2022) so researcher graduated from the Department of Oil Paintings at Guangxi Arts University in August 2007 and have been working here ever since. For more than ten years, to worked in many different departments. From 2012 to 2016, to enhance the talent introduction work of Guangxi Arts University and a deep understanding of the dilemma and importance of talent introduction in Guangxi Arts University, and researcher will try to propose a more reasonable introduction strategy by analysing the current situation of talent introduction in the University. (Li Weiping, 2018)

In conjunction with the university's development situation, this dissertation proposes a talent introduction road suitable for the development of western universities; seeks scientific and reasonable talent introduction countermeasures; and provides a scientific basis and methods for talent development in western universities. (Wu Fan, & Xujun, 2020) It will play a role in effectively introducing, using, and stabilizing talents and lay a human foundation for western universities to serve the economy and society of the western region.

Objectives

1. To study the current situation and defects of the high-level talents at Guangxi Arts University.

2. To explore the psychological needs of high-level talents in choosing a career in the context of epidemic.
3. To propose strengthen high-level talents model of students in Guangxi Arts University.

Research Framework

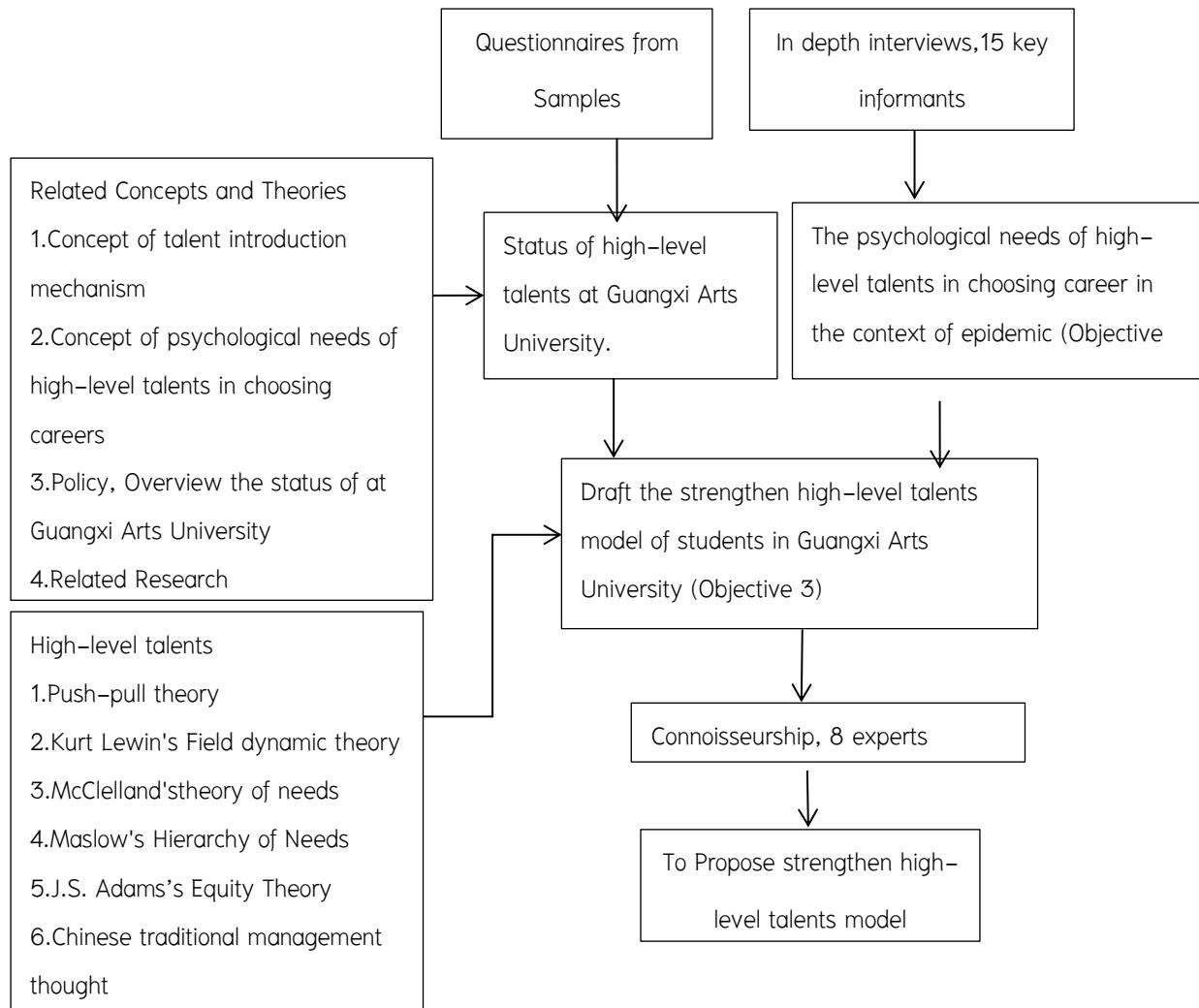


Figure 1 Research framework

Research Methodology

Scope of population and sample Objective1: To study the current situation and defects of the high-level talents at Guangxi Arts University. To analyse and synthesis of policy, current situation and defects of the high-level talents at Guangxi Arts University

The population sample survey method was used questionnaire; include with administrators, vice–senior with academic position, Lecturers with doctoral degree who worked in Academic year 2021 from Guangxi Arts University with a total number of 421. (Guangxi Arts University, 2022)

The questionnaire of group, sample to selected through the Krejci & Morgan table. The questionnaire of group was simple random sampling, the sample size of 203 university administrators and lecturers was determined.

Objective2: To explore the psychological needs of high–level talents in choosing a career in the context of epidemic.

The key informants were administrative personnel of Guangxi Arts University, Dean, head of art majors’ lecturers totalling of 15 obtained by purposive sampling method for in–depth interviews, and purposefully selects administrators or teachers with more than 3 years of management experience, and Junior as primary interviewers, to synthesis for the guidelines. (Li Zhihe, 2020)

Objective3: To propose strengthen high–level talents model of students in Guangxi Arts University, the experts confirmed the guideline or model with 8 experts for connoisseurship; to confirm and guidance the strengthen high–level talents model of students in Guangxi Arts University. Experts are different, not the same person, but they may have the same qualification. Researcher will classify and establish selection criteria after purposive sampling.

Scope of instrument Objective1 1) Content analysis from literature reviews and related research. To study the current situation and defects of the high–level talents at Guangxi Arts University. 2) The Questionnaire of group; to create by content analysis of component the high–level talents at Guangxi Arts University, used for questionnaire by administrators, vice–senior with academic position, Lecturers with doctoral degree who worked in Academic year 2021 total of teachers 421 and to selected through the Krejci Morgan table., The sample total of teachers 203 people. The questionnaire was simple random sampling.

Objective2 3) In–depth interviews by purposive sampling, key informant are administrators at Guangxi Arts University, totalling 15 of key informants include expert teachers, Administrators. With semi structured interview for according to the idea of raising–analysing–solving problems. This research focuses on high–level talents’ introduction to Guangxi Arts University on the theoretical basis of talent flow theory, talent aggregation theory, and the theory of needs hierarchy.

Objective3: 4) To propose strengthen high-level talents model of students in Guangxi Arts University. To create, design the model by synthesis from objective 1-2 and to confirm and guidance the strengthen high-level talents model of students in Guangxi Arts University by 8 Experts for Connoisseurship.

Result

Survey on the job-hunting psychological needs of high-level talents in art colleges and universities

1. A survey on the employment demands of existing high-level talents at Guangxi Arts University

(1) A survey of high-level talent academic environment demands at Guangxi Arts University. Regarding the survey on “academic environment demands of high-level talents at Guangxi Arts University” a total of 4 options were listed, and teachers were asked to rank the options by their importance. Table (1) counted the options ranked first, and the demands for “academic status” and “discipline level” were greater, accounting for 77.34% of the total. Among them, 85 people chose “academic status”, accounting for 41.88% of the total sample; 72 people chose “discipline level,” accounting for 35.46% of the total. It can be seen that the existing high-level talents at Guangxi Arts University are more concerned about the improvement of the university’s “academic status” and “discipline level”.

Table 1 The current academic environment demands of high-level talents at Guangxi Arts University

Indicator	Quota	Percentage (%)
discipline level	72	35.46
academic team	24	10.84
academic atmosphere	22	5.92
academic status	85	41.88
total	203	94.10

(2) A survey on the working conditions demanded by high-level talents at Guangxi Arts University

Regarding the survey on “working environment demands of high-level talents at Guangxi Arts University”, a total of five options were listed, and teachers were asked to rank the options by their importance. Table (2) counts the options ranked first and second the demands for “promotion opportunity” and “further training” were greater, accounting for 77.35% of the total. Among them, 83 people chose “promotion opportunity”, accounting for 40.89% of the total sample; 74 people

chose “further training”, accounting for 36.46% of the total. It can be seen that the existing high-level talents at Guangxi Arts University have more urgent needs for “promotion opportunities” and “further training”.

Table 2 The current working environment demands of high-level talents at Guangxi Arts University

Indicators	Quota	Percentage (%)
platform construction	16	7.88
interpersonal relationship	6	2.95
management system	24	11.82
further training	74	36.46
promotion opportunity	83	40.89
total	203	100.00

(3) A survey of high-level talent's living environment demands at Guangxi Arts University

Regarding the survey on “living environment demands of high-level talents at Guangxi Arts University”, a total of 4 options were listed, and teachers were asked to rank the options by their importance. Table (3) counted the option ranked first, and the demand for “distribution mechanism” was the highest, accounting for 39.41% of the total. In addition, there were also large needs for “spouse employment” and “logistics support,” accounting for 52.22% of the total. It can be seen that the current living environment demands for existing high-level talents at Guangxi Arts University are mainly focused on “distribution mechanism”, “spouse employment” and “logistics support”.

Table 3 The current living environment demands of high-level talents at Guangxi Arts University

Indicator	Quota	Percentage (%)
welfare treatment	17	8.37
spouse employment	63	31.04
distribution mechanism	80	39.41
logistics support	43	21.18
total	203	100.00

(4) A survey on the demands of high-level talents at Guangxi Arts University

Regarding the survey on “service environment demands of high-level talents at Guangxi Arts University”, a total of five options were listed, and teachers were asked to rank

the options by their importance. Table (4) ranked the option first, and the demand for “housing subsidies” was the highest, accounting for 35.96% of the total. In addition, there were also large needs for “children’s enrolment” and “university policy support”, accounting for 25.62% and 24.13%, respectively. It can be seen that the current service environment demands for existing high-level talents at Guangxi Arts University are mainly focused on “housing subsidies”, but there are also large needs in “children’s enrolment” and “university policy support”.

Table 4 The current service environment demands of high-level talents at Guangxi Arts University

Indicator	Quota	Percentage (%)
children’s enrolment	52	25.62
natural environment	12	5.92
housing subsidies	73	35.96
university policy support	49	24.13
government policy support	17	8.37
total	203	100.00

(5) A survey on salary expectations of high-level talents for employment at Guangxi Arts University

Regarding the survey on “salary expectations of high-level talents”, 10 people filled in the salary range of “4000–8000 Yuan”, accounting for 4.92% of the total sample; 83 people filled in the salary range of “8000–12000 Yuan”, accounting for 40.89% of the total; 110 people filled in the salary range of “more than 12000 Yuan”, accounting for 54.19% (see Table 4–15 for details). It can be seen that those with talent have greater demands for high salaries.

Table 5 The salary expectations of high-level talents for employment at Guangxi Arts University

Indicator	Quota	Percentage (%)
6000–8000 Yuan	10	4.92
8000–12000 Yuan	83	40.89
more than 12000 Yuan	110	54.19
total	203	100.00

(6) A survey on the comprehensive demands of high-level talents for employment at Guangxi Arts University

Regarding the survey on “comprehensive demands of high-level talents for employment at Guangxi Arts University”, a total of 9 options were listed, and teachers were asked to rank the options by their importance. Table (6) counted those options ranked first, in which ‘salary package’, ‘professional match’, ‘academic atmosphere’, ‘title promotion’ and ‘housing conditions’ were ranked first by a large number of people, accounting for 82.26%. 67 people chose ‘salary package’, accounting for 33% of the total sample; 43 people chose ‘professional match’, accounting for 21.18% of the total; 17 people chose “housing conditions”, accounting for 8.37% of the total; 13 people chose ‘placement of families’, accounting for 6.40% of the total sample; 10 people chose ‘further study opportunity’, accounting for 4.93% of the total. It can be seen that the most important thing for high-level talents seeking employment is the salary package, but the need for a ‘professional match’ cannot be ignored.

Table 6 The comprehensive demands of high-level talents for employment at Guangxi Arts University

Indicator	Quota	Percentage (%)
salary package	67	33.00
housing conditions	17	8.37
placement of families	13	6.40
further study opportunity	10	4.93
academic atmosphere	21	10.35
title promotion	19	9.36
urban location	6	2.96
professional match	43	21.18
campus culture	4	1.97
others	3	1.48
total	203	100.00

(7) A survey on the demands for “introduction” and “retention” of high-level talents

Regarding the survey on demands for the “introduction” and “retention” of high-level talents” a total of 11 options were listed, and teachers were asked to rank the options

by their importance. Table (7) counted those options ranked first, in which “salary package”, “development opportunity”, “housing treatment and “convenient living conditions” were ranked first by a large number of people, accounting for 83.24%. 70 people chose “salary package”, accounting for 34.48% of the total sample; 49 people chose “development opportunity”, accounting for 24.14% of the total; 30 people chose “housing treatment”, accounting for 14.78% of the total; 20 people chose “convenient living conditions”, accounting for 9.85% of the total sample. It can be seen that high-level talents believe that the key factor to introducing and retaining talents is the salary package, while the development opportunity is also an important need for high-level talents.

Table 7 The demands for the “introduction” and “retention” of high-level talents

Indicator	Quota	Percentage (%)
salary package	70	34.48
housing treatment	30	14.78
working environment	16	7.89
development opportunity	49	24.14
accompany-migrated children and their employment	8	3.94
convenient living conditions	20	9.85
various incentives	3	1.48
tax and other preferential policies	1	0.49
sound public services	3	1.48
social security	1	0.49
information level	1	0.49
others	1	0.49
total	203	100.00

Current situation and defects of the high-level talents at Guangxi Arts University

1.Create a good development environment

Guangxi Arts University must provide a good development environment and wide development space for the excellent talents from the personal development aspect and strive for career retention.

2.Improve the management level of the introduced talents.

Universities in the western region suffer from serious talent losses due to the lack

of subsequent talent management and an imperfect management mechanism. Therefore, Guangxi Arts University needs to improve the management mechanism and implement relevant policies from the management aspect so as to reduce the loss of talent resources.

3. Nurturing of existing talent

Most veteran teachers and employees are generally not easy to lose. In this case, the school can provide certain training, which will not only improve the overall quality of the faculty but also play a stabilizing role in the long-term development of the university.

4. Strengthen the effective cooperation of relevant departments.

It is necessary to ensure the accuracy and efficiency of each link in order to improve the efficiency and quality of the work, thus reflecting the overall quality of the school, influencing talents' understanding of the school from one side, and playing a positive role in promoting the introduction of talents.

The psychological needs of high-level talents in choosing a career in the context of epidemic.

The COVID-19 has changed people's psychology for job-hunting in that high-level talents now attach more importance to the emotional satisfaction brought by family affection, and "close to home" has come under serious consideration for their job selection. In terms of employment areas, the top ten provincial administrative regions preferred by high-level talents are: Beijing, Shanghai, Guangdong, Zhejiang, Jiangsu, Shandong, Sichuan, Tianjin, Jilin, and Henan, among which seven provinces or cities ranked in the top ten for GDP in 2019. It indicates that in the current social environment, regional economic vitality is increasingly recognized as an important guarantee for the successful survival and high quality of life of highly qualified individuals.

Suggestions and ideal models for high-level talents introduction in Guangxi Arts University

1. Make a scientific and reasonable plan based on the actual situation

The following aspects should be noted for making good talent introduction plans:

(1) Establish a scientific concept of talents.

Guangxi Arts University, thriving to survive and develop, must emancipate its mind, take the Scientific Outlook on Development as its guideline, and establish a scientific talent concept that talent is the first resource. (Yan Jianyong, & Huang Shan, 2019)

(2) Make a scientific and reasonable talent introduction plan.

Firstly, a number of creative talents, especially academic leaders and young and middle-aged backbone, who can participate in domestic and international competitions have been recruited; secondly, an orderly competition mechanism has been formed, and the growth of existing talents in universities. Thirdly, all kinds of talents have complemented each other's advantages to realize the crossover, integration, and innovation of knowledge and form a complementary value-added effect. (3) Develop long-term support policies Guangxi Arts University should establish supporting policies for the placement of families, basic living security, and the construction of scientific research equipment, allowing the newly introduced personnel to devote themselves fully to their work.

2. Expand multi-channel talent introduction modes

(1) Seek diversified introduction channels

The university should broaden the channels for attracting and gathering talent. On the one hand, the university could conduct open recruitment for the whole society to expand the scope of talent resources and attract outstanding talents from other industries to offer suggestions for the development of the university. On the other hand, the university should establish a talent introduction mechanism that combines “rigid introduction” and “flexible introduction” to attract talents and adopt various forms such as special appointments, part-time jobs, project cooperation, and short-term work to attract talents to contribute to the development of the university.

(2) Improve the introduction modes

In the process of talent recruitment, we should vigorously promote our advantages and employment policies to attract more talents to apply.

3. Attract talents with preferential policies and favourable conditions

(1) Material treatment is generous

When introducing talent, the university should first formulate preferential policies on material aspects, such as providing housing and settling-in subsidies for talents, to meet their basic living needs.

(2) Preferential policies for placement of families

In order to make the newly introduced talents more devoted to their work, Guangxi Arts University should endeavour to place the families of the newly introduced talents

and provide help and convenience for their children's enrolment. Only by solving the worries of the newly introduced talents can the university lay a rock-solid foundation for the stability of talents.

4. Construct a reasonable comprehensive evaluation system

With the broadening of recruitment channels, the situation of applicants tends to be complicated, and the basic elements of talent involve knowledge, ability, and quality, so it is extremely complex and difficult to evaluate talents. Therefore, strict inspection, scientific evaluation, and careful selection of talents have become an indispensable and important part of talent introduction.

(1) Preparations for talent evaluation

The first is to establish an expert group for talent assessment and evaluation. The evaluation team can be composed of relevant responsible people or experts from the personnel departments, schools and faculties, and other departments, which can make a more comprehensive and scientific evaluation of the candidates. The second is to determine the indicators and factors that need to be assessed. The evaluation of talent level should not be limited to a single indicator but should be assessed comprehensively. The third is to determine the means and methods of survey.

(2) Apply the talent evaluation indicator system to talent evaluation

Guangxi Arts University should score the candidates according to the grades divided by the three-level indicators, calculate the scores and rank them based on the indicators, and finally combine other comprehensive factors to select the most suitable talents for our university.

5. Creating a favourable environment

(1) Academic Environment

Guangxi Arts University needs to cultivate an academic atmosphere based mainly on professionalism and vigorousness, combined with university characteristics and location advantages.

(2) Living Environment

Try to create a comfortable and pleasant living environment and effectively take care of the living support problems of the introduced talents. (Wang Qianwen, 2018) Special budget funds shall be arranged every year to solve the problems of housing support, family placement, and children's schooling of the newly introduced talents, striving to make them free of worries.

(3) Working Environment

It is the earnest expectation of every talent to be respected and valued. To create a good environment to attract and gather talents, we can start with these efforts: (1) add to develop policies that are conducive to talent introduction (2) add to create a good academic environment (3) add to improve the quality of services for high-level talents.

(4) Service Environment

Make every effort to provide high-quality services to talent. Strive to enhance the sense of belonging and responsibility of talents as well as strengthen the stability of the talent team through high-level services. (Zhao Chengwen, 2020)

6. Actively seeking national support

(1) Making full use of national policy for western and ethnic regions

Ethnic universities must maintain good communication and contact with local departments in order to gain strong support for policies, particularly those involving campus expansion, infrastructure construction, and environmental improvement. (Li Wenjing, & Xiaona, 2020)

(2) Strengthening support and cooperation through counterpart support

Seize this opportunity of counterpart support to take the initiative to carry out all the work in depth, especially with an inherent advantage for talent introduction and cultivation. (Lu Xujun, 2018) Besides study visits, further study, and directed training, teamwork in scientific research projects is well encouraged, which is guided by supporting universities in discipline development, flexible introduction or employment of outstanding teachers of specialties for students, and other aspects of work.

Discussion

This paper mainly discusses the introduction of high-level talents in Guangxi Arts University, through the questionnaire survey and relevant data analysis, to understand the needs of high-level talents in universities, so as to provide solutions for the introduction of talents policy of Guangxi Arts University.

Research Suggestion

1. Suggestion for use

The research results of this study are suggested to be used in the field of talent introduction in universities.

2. Suggestion for Future Research

The results of this study have certain limitations. The issues discussed are within the scope of Guangxi University of the Arts and cannot be applied to all universities in western China.

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