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## Predictors of Talent Retention among Academicians in Private Colleges and Universities in Yunnan Province

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### Abstract

In the past few decades, private colleges and universities have made great progress in China and become indispensable to China's higher education system. In recent years, China's private colleges and universities have made great progress, in terms of development scale and school quantity has played a positive role in cultivating outstanding students and promoting social development. The construction of these private colleges and universities fills the gap in educational resources and provides more learning opportunities to meet the needs of students at different levels and majors. Although private colleges and universities in China have made significant achievements, they face some problems and challenges. This includes an increase in the education scale and a low quality of education. According to statistics from the Ministry of Education, compared with public universities, private colleges and universities face certain difficulties in attracting and retaining excellent academicians. So this study will combine the background of the times and the status quo of talent retention in private colleges and universities to predict the factors affecting the retention of academician talents in private colleges and universities in Yunnan Province, adopt quantitative research methods, obtain data through questionnaire surveys, and then analyze it to provide guidance for the system construction, healthy development, and smooth development of private colleges and universities, suggesting ideas to improve talent retention rates and promote the teaching quality of private colleges and universities.

**Keywords:** *Private colleges and universities, Talent retention, Remuneration, Workload, Career development, Corporation culture*

### A. Introduction

Talent retention is critical to teaching quality. There are experienced and talented academicians who can provide high-quality educational teaching. They can impart knowledge, stimulate students' interest in learning, provide personalized guidance, and promote their all-round development. Retaining such talents can ensure that the school has a stable and high-level teaching team, thereby improving the quality of teaching and providing better educational services to students. At present, the development of private colleges and universities in various countries around the world is relatively smooth, private colleges and universities widen access to higher education and as such are an important research focus for improvements in quality and the retention of staff. In China, the development of private colleges and universities started relatively late, and European and American countries have achieved significant results in the development of private colleges and universities (Baggini, 2023). The rise of private colleges and

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universities has provided a new way for the country of China to cultivate more highly educated graduates. However, at the same time, it also faces some complex current situations, the low retention rate of academicians in private colleges and universities has attracted much attention, due to insufficient salary, standardized workload, work environment, and cultural atmosphere, and they are facing the dilemma of losing outstanding academicians.

Since 2000, the scale and quantity of private higher education have been continuously increasing, especially during the period from 2015 to 2022, the number of private ordinary universities in China has been increasing year by year, resulting in a blowout development model(The Chinese Ministry of Education, 2023). Please refer to Figure 1. for specific data: Graph of the development status of China's private colleges and universities in the past decade.

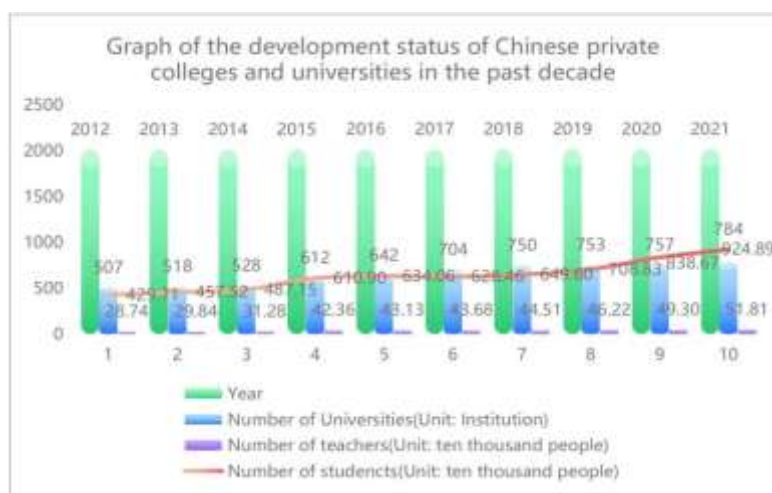


Figure 1. The development status of private colleges and universities

At this stage, managers of private education need to think about whether private education is used to make up for the lack of educational resources, or whether it is to meet diversified backgrounds and diversified market demands. In the study "The Current and Future of Private Education in Yunnan", the famous scholar Zi Ming (2023) conducted an in-depth analysis of the development status and future of private colleges and universities in Yunnan and shared his unique insights on research education. He emphasized the importance of transformation and development and encouraged private colleges and universities and educational institutions to actively adapt to social needs, improve the quality of education, and provide better educational services to students, triggering participants to think deeply about the future of private education.

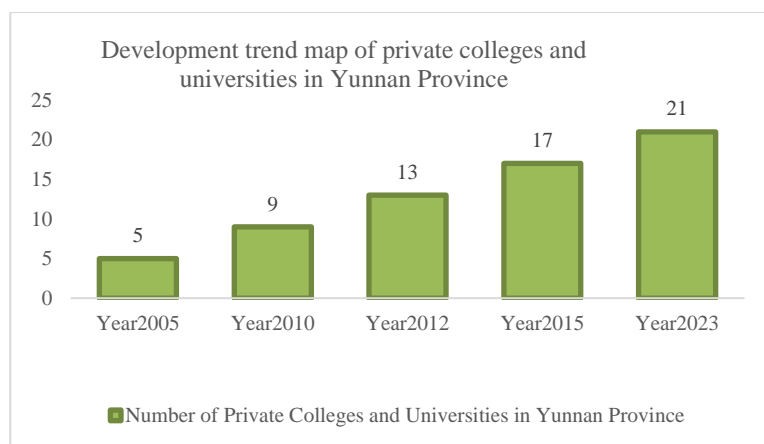


Figure 2. Private Colleges and Universities in Yunnan Province

At present, private colleges and universities in Yunnan Province have a high turnover of teaching staff in terms of talent retention. There are too many elderly retired academicians and newly graduated novice academicians who are rehired from public universities, and there are very few highly skilled, elite, and young and middle-aged academicians. The existence of these situations seriously affects the talent retention and teaching quality of private colleges and universities, which is very detrimental to the healthy and sustainable development of private colleges and universities.

In recent years, the retention rate of teacher talent in private colleges and universities is generally lower, which has aroused social concern. What factors allow talent to be retained has been an important topic of human resource management research(Wei, 2022). Based on the statement of research background, there are mainly the following problems: Firstly, remuneration problem. Compared with public higher schools, there is a lack of remuneration, which makes some talented and potential academicians more inclined to choose employment opportunities in public universities or other industries, so that talents cannot be retained. Secondly, workload problem. The workload management is not standardized, and the management and allocation of workload in universities require an experienced and highly professional management team to achieve it. Private colleges and universities face many difficulties in workload rationality due to their late establishment.

Furthermore, career development problem. Lack of career promotion mechanisms makes some academicians feel confused about career planning and find it difficult to establish long-term, stable careers. In addition, workplace environment and corporation culture problems. The lack of a good working environment and organizational cultural atmosphere is another important factor leading to low retention rates of academicians in private colleges and universities. Finally, corporation social responsibility problem. Some private colleges and universities, due to their late start or being constrained by regional economic levels, find it difficult to create a good social image and provide abundant educational resources.

This study found that many factors affect the retention of academician talents. Preliminary predictions have found that the factors that affect talent retention in private colleges and universities mainly include six aspects: remuneration, workload, career development, corporation culture, workplace environment, and corporation social responsibility. The research results were analyzed, and corresponding countermeasures and suggestions were proposed on how to improve the retention willingness of academicians and increase teaching quality in private colleges and universities in Yunnan Province. The specific research question is as follows: What are the relationships between remuneration, workload, career development, corporation culture, workplace environment, corporation social responsibility, and talent retention?

The research objective of this paper is to predict the factors affecting the talent retention of academicians in private colleges and universities in Yunnan Province and conduct research using quantitative research methods. Based on the current status of the problem and research questions, the specific research objective is as follows: Examine and analyze the relationships between remuneration, workload, career development, corporation culture, workplace environment, corporation social responsibility, and talent retention.

The knowledge and teaching experience of outstanding talents are of great significance for providing high-quality education and high-quality teaching services. Researching the impact factors of talent retention in private colleges and universities has very important practical

significance, and can make valuable contributions to the improvement of teaching quality, academic reputation, and sustainable development of private colleges and universities. By retaining talented and experienced teaching staff, private colleges and universities can provide consistent and high-level teaching quality, attract more outstanding students and parents to choose the school, and thus improve the social reputation of private colleges and universities (Abdullahi et al., 2022). As an important part of higher education, private colleges and universities provide more educational opportunities, enabling more students to receive higher education.

Research on the influencing factors of talent retention in private colleges and universities has certain theoretical significance and value contribution, through research findings and theoretical applications. The new expansion and extension of knowledge and theoretical applications in the field of talent retention in private colleges and universities, fill the literature gap in the research field of factors affecting talent retention in private colleges and universities in Yunnan Province that have not been studied in previous studies. This paper mainly involves the following theories in the study of the impact of talent retention in private colleges and universities: The first is The Job Embeddedness Theory, which was put forward by American psychologist Mitchell and others at the beginning of the twenty-first century. This is a widely used theory at present and is widely cited by international scholars engaged in management, human resource management, and talent retention. Chiharu Nakanishi and Michael A. West (2019) explored the impact of Job Embeddedness Theory on this aspect of corporation performance through a summary edit and comprehensive analysis of 40 research results. Later, Nicholas Argyres and Brian Silverman (2021) explored the impact of Job Embeddedness Theory and career communities on job mobility. This theory is also used in the field of colleges and universities, research on this theory abroad suggests that the retention of university faculty and staff is related to their level of embeddedness in their work and social environment, including their connection to the organization, work, and society. The second is The Human Capital Theory, which originated and is applied in the research field of economics. In the twentieth century sixty era, American economists Schultz and Becker established the theory of human capital. Schultz first put forward the concept of human capital theory and made a new explanation for the driving force of economic development. T. Brad Harris and Brooks C. Holtom (2021) are professors engaged in the study of human resources and organizational behavior in the field of higher education. They found that organizations can improve employees' job satisfaction by strengthening the management and development of human capital, and then increase employees' talent retention. What they studied was the field of public colleges and universities, and they seldom get involved in private colleges and universities, so this paper will explore the application of human capital theory in private colleges and universities in Yunnan Province..

## **B. Literature Review**

### ***Talent Retention Dependent***

Talent retention generally means that an organization adopts a series of measures and strategies to ensure that employees with high skills, high quality, high contribution, and potential stay in the organization and do not lose to other organizations. Talent retention involves identifying, developing, motivating, and retaining top performers from various perspectives, as well as building a positive and supportive work environment to meet employees' job needs and

career development needs. Talent retention refers to the various measures taken by an organization or enterprise to retain the talents it needs, including training, motivation, promotion, and care.

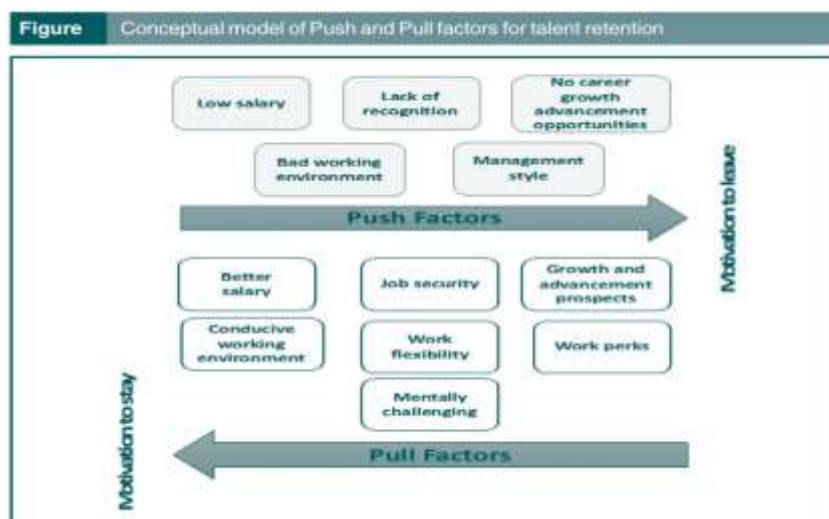
Famous scholars such as Ott (2018) argued that talent retention has been an important project and challenge in organizational management for over a decade, involving the systematic use of various activities and programs to attract, develop, and retain outstanding talents with high-level human capital. As one of the core talent management activities, talent retention has been widely studied and explored in academic and practical literature (as shown in Figure 1. Four useful and effective ways to improve talent retention). So, based on a review of literature, they proposed four methods that can effectively improve talent retention rates.



Source: (Ott, Tolentino, & Michailova, 2018)

**Figure 3.** Four Useful and Effective Ways to Improve Talent Retention

According to Ott et al.'s (2018) research, it is crucial for employees to understand organizational culture. If they become increasingly interested in organizational culture, it is good news, as over a quarter of employees resign due to dissatisfaction with the culture; Similarly, corporation social responsibility and work environment are increasingly receiving attention from many employees, requiring organizations to have a clear stance and communicate through organizational reputation and culture.



Source: (Mutanga, Kaisara, Yakobi, & Atiku, 2021)

**Figure 4.** Conceptual Model of Push and Pull Factors for Talent Retention

Mutanga et al. (2021) also subdivided and studied the factors that promote talent retention. They analyzed the survey data and identified five themes that promote talent retention, namely low wages, lack of recognition, limited career development opportunities, poor work environment, and weak corporation culture. Three of the five factors, namely low salary, lack of recognition, and limited career development opportunities are all related to the lack of perceived situations in the work environment. Low wages have been recognized as the main influencing factor in various industries such as the service industry and education and training.

### ***Factors Affecting Talent Retention***

#### *Remuneration*

The concept and vocabulary of remuneration have been studied and discussed in the fields of management and economics. It usually refers to the wage or compensation given to someone, and usually refers to the salary, wages, allowances, bonuses, benefits, etc. paid to employees or labourers. This term can be used in a variety of workplaces, including corporations, government agencies, non-profit organizations, and more (Tsybaliuk & Shkoda, 2021). This article adopts the method of tracing back to the source and mainly quotes the definitions and conceptualizations of some classic works.

#### *Workload*

Surprisingly, there is no clear definition of the term workload, and different research fields and research angles of view, as well as different majors and industries, vary greatly (Hennessey & Rehman, 2020). Madame Curie's pursuit and attitude towards work are very positive, in the early 20th century, when she described the workload, she said: "What I do is simple and ordinary, but I always do my work with the highest precision." Based on this, here are several possible definitions: workload can refer to the scale or scope of the work, that is, the size and complexity of the work. In this case, it can be defined as a measure of the number of tasks included in the job, the skills and expertise involved, and the time and resources required to complete those tasks, but the term is not commonly used in academic research.

#### *Career Development*

Career development refers to the process in which individuals gradually establish and realize career goals through learning, work, and experience accumulation in their careers. It includes understanding one's professional interests and abilities, planning career development paths, learning new skills and knowledge, finding job opportunities, and establishing professional networks with others. Koen, Kelleher & Van Vianen (2020) deeply explored the relationship between the employability of older workers and occupational capital, and found that occupational capital has an important impact on the employability of older workers, and suggestions for improving the career capital of older workers are presented. Dobrow & Higgins (2020) studied the relationship between knowledge hiding and personal innovation, found that knowledge hiding can inhibit personal innovation, and put forward suggestions for improving career development and organizational *innovation*.

#### *Corporation Culture*

Corporation culture refers to a common understanding and practice of values, behavioural norms, social norms, shared beliefs, organizational structure, work methods, and other aspects that are formed and jointly adhered to within an organization. In short, corporation culture is an

organizational spirit and behaviour pattern that is jointly created and followed by organizational members (Begum, 2021). Corporation culture can influence employees' behaviour and attitudes, form the internal motivation of the organization, and help the organization achieve its goals. Corporation culture can also shape an organization's image and reputation, attract and retain talent, and improve customer loyalty and market competitiveness.

#### *Workplace Environment*

Workplace environment refers to the physical, social, cultural, and psychological environment of the workplace, including facilities, equipment, air quality, temperature, lighting, noise, and other physical environmental factors in the workplace, social and cultural environmental factors such as working atmosphere, interpersonal relationship, leadership style, organizational culture, and psychological environmental factors such as job requirements, work pressure, role conflict, job satisfaction.

#### *Corporation Social Responsibility*

Corporation social responsibility is a company's sense of responsibility to society and the environment. It covers the legal, moral, and environmental responsibilities that enterprises should undertake in the course of business operations, beyond the minimum standards stipulated by law (Lin, Liu, So, & Yuen, 2019). Generally, it refers to the obligation of an enterprise to maintain and promote social interests in addition to seeking to maximize the interests of owners or shareholders.

#### ***Relationships Between Variables and Hypotheses***

After the aforementioned literature analysis and combined with the actual situation of private colleges and universities in Yunnan Province, preliminary predictions of factors that affect talent retention in private colleges and universities mainly include remuneration, workload, career development, corporation culture, workplace environment, and corporation social responsibility, which will have varying degrees of impact on talent retention. This paper contains six independent variables, one dependent variable, the relationships between the factors of private colleges and universities and talent retention generally like these:

These six independent variables have a positive affecting on the dependent variable, which means competitive remuneration, reasonable workload arrangement, smooth career development, a good corporation culture, a good workplace environment, and corporations with the courage to assume social responsibility are conducive to talent retention in private colleges and universities. Therefore, improving talent retention management systems and promoting education quality have become urgent issues that private colleges and universities need to solve. Based on these views, the following hypotheses are established:

Hypothesis 1: Competitive remuneration is conducive to talent retention.

Hypothesis 2: Reasonable workload arrangement is conducive to talent retention.

Hypothesis 3: Smooth career development is conducive to talent retention.

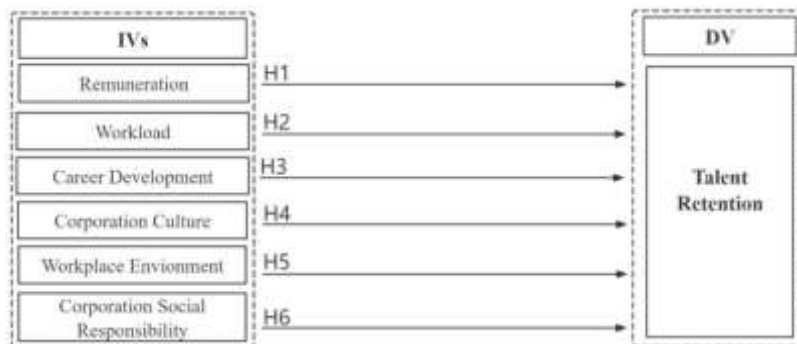
Hypothesis 4: A good corporation culture is conducive to talent retention.

Hypothesis 5: A good workplace environment is conducive to talent retention.

Hypothesis 6: Corporations with the courage to assume social responsibility are conducive to talent retention.

**Research Framework**

According to the current status of talent retention research and related literature reviews, six main influencing factors are predicted and proposed, which are also the relationships to be examined in this study, the specific research framework is as follows:



**Figure 5.** The Research Framework of This article

**C. Methods**

**Research Design**

Research design is the core of the research and determines the reliability and effectiveness of the research, so it is crucial. On the premise of respecting objective facts, this paper adopts the quantitative analysis method to carry out positivist research, so it is very appropriate to collect data through questionnaires(Anupama Singh & Jha, 2021). Use IBM SPSS Statistics and Smart PLS data analysis software to analyze the collected data, and then test the feasibility and effectiveness of the hypotheses. Since the goal of this study is to predict the factors affecting the talent retention of academicians in private colleges and universities in Yunnan Province, it is feasible to use quantitative methods to objectively test the structure and statistical analysis with questionnaire data and validity testing.

The quantitative research method is a relatively scientific research method that generally explores and verifies the studied problem by collecting, analyzing, and interpreting numerical data. This research method emphasizes quantitative data and statistical analysis to obtain objective and reproducible research results. This paper aims to predict the factors affecting the retention of academic talents in private colleges and universities in Yunnan Province, which requires collecting first-hand data from various private colleges and universities in Yunnan Province for research, this method is highly applicable. Because the goal of quantitative research is to identify patterns, trends, and correlations, in order to form scientific conclusions about the research question(Abdullahi et al., 2022). The advantage of this method is that it can provide quantitative results, facilitate comparison and summary, and also help establish universal and general theories. Therefore, this paper chooses a quantitative research method to conduct the study.

The design characteristics of cross-sectional studies are mainly reflected in the selection of research time points. Compared to longitudinal studies, cross-sectional studies focus more on data collection at specific time points rather than tracking the same group of participants over a period of time(Bougie & Sekaran, 2020). The advantage of this design is that it can quickly obtain a large amount of data and has a relatively low cost, making it suitable for a wide range

of research topics. Therefore, this method is very suitable for the research of this paper. The research time of this paper is chosen in May 2024.

The unit of this study is academicians from private colleges and universities in Yunnan Province. They are educational staff working in private higher education institutions, mainly responsible for daily teaching in various disciplines and professional fields, and partially covering tasks such as scientific research and administrative services in private colleges and universities. In order to consider the effectiveness and cost-effectiveness of the research work, a convenience sampling method is adopted, and it is expected that a questionnaire survey will be conducted on 30 academicians among them. Convenient sampling methods can ensure the selection of representative samples from the population, thereby reducing research costs while ensuring the reliability and generalizability of research results (Alim & Shukla, 2020).

This research is conducted using investigation and research methods, with data primarily collected through questionnaires. For the studies in this paper, IBM SPSS Statistics is highly appropriate. IBM SPSS Statistics is a statistical analysis software widely used in social science research, developed by IBM, and utilized extensively in psychology, education, business, and other fields. It was chosen for data analysis because the software offers a wide range of statistical analysis options, including descriptive statistics, inferential statistics, regression analysis, factor analysis, and cluster analysis (Galanaki, 2019). It features a user-friendly interface that allows researchers to input data, select variables, and conduct analyses using menus and dialog boxes. No other software used in the preparation of this paper is Smart PLS (Partial Least Squares), which is the main force behind all PLS-SEM analyses. Smart PLS software is currently widely used in management, marketing, organizational behavior, information systems, and other fields (Abdullahi et al., 2022). Its principle is to use Partial Least Squares (PLS) for statistical analysis.

Based on the research methods of this paper and the indicator dimensions of the selected influencing factors, these indicator dimensions will be based on the five-level scoring system proposed by Likert in the 1930s, also known as the Likert scale. This scoring system was proposed by American psychologist Rensis Likert in 1932 to evaluate people's levels of attitude toward a certain attitude or behavior, and it can also be used to assess job performance, organizational culture, customer satisfaction, and more. The rating system consists of the following five levels: 5-1, which means from strongly agree to strongly disagree.

### **Data Collection Procedures**

In order to ensure the reliability of the data and the fairness of feedback, telephone appointments will be made before the questionnaire is distributed. Specific steps are as follows:

Make a questionnaire, determine the questions and options of the questionnaire → Select 10 friends around me to test first to ensure the accuracy and completeness of the questionnaire content → Determine the number of respondents → Clarify the time point of questionnaire data collection to the respondents, process and procedure → Provide the respondents with detailed filling instructions, explaining the questions they need to answer → Send the questionnaire to the respondents → Collect the questionnaires data returned by the respondents → Complete the data collection of the questionnaire.

### ***Ethical Considerations***

The anonymous method should be used to protect the privacy of the research objects, and it is emphasized that no harm or inconvenience will be caused to them. In order to ensure the

accuracy, completeness, and consistency of the data, the research subjects should be informed that they must complete all the contents of the questionnaire according to their own conditions. In order to follow the principles of honesty and data transparency, if the research subjects request to see the data results, it is allowed.

#### D. Findings and Discussion

The following are common descriptive statistical features involved by academicians of private colleges and universities in Yunnan Province in this paper.

**Table 1.** Overall Statistical Description of Demographic Characteristics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	30	1	2	1.55	.498
Marital Status	30	1	2	1.57	.496
Teach Subject	30	1	6	3.53	1.740
Age	30	1	4	2.45	.971
Education Level	30	1	4	1.97	.838
Salary	30	1	3	1.75	.727
Working Age	30	1	3	1.98	.805
Valid N (list wise)	30				

Source: Generated from SPSS version 24

Descriptive statistics of data distribution can reflect the state and characteristics of data through a series of statistical indicators. Among them, measures of central trends such as mean, median, and mode can reveal the degree of concentration in the dataset, helping to understand the central position of the data (Merhi, Hone, Tarhini, & Ameen, 2020).

**Table 2.** Descriptive Statistics of Variables in This Paper

	N	Minimum	Maximum	Mean	Std. Deviation
RR	30	1.22	4.89	3.6305	1.05795
WL	30	1.13	4.88	3.6322	1.06567
CD	30	1.00	5.00	3.6097	1.08836
CC	30	1.13	5.00	3.6322	1.06082
WE	30	1.14	5.00	3.6364	1.04803
CSR	30	1.00	5.00	3.6349	1.07513
TR	30	1.30	4.90	3.6547	1.06836
Valid N (listwise)	30				

Source: Generated from SPSS version 24

**Table 3.** Distribution Chart of Variables Center Trend Measurement

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
RR	30	1.220	4.890	3.630	1.057	-.995	-.531
WL	30	1.130	4.880	3.635	1.066	-.972	-.563
CD	30	1.000	5.000	3.610	1.088	-.920	-.662
CC	30	1.130	5.000	3.635	1.061	-.963	-.569
WE	30	1.140	5.000	3.637	1.048	-1.003	-.499

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
CSR	30	1.000	5.000	3.635	1.075	-.987	-.429
TR	30	1.300	4.900	3.655	1.068	-1.025	-.551
Number of valid cases (in columns)	30						

Source: Data Processing Smart PLS (2024)

From the analysis data in the table above, it can be seen that the mean values of each variable are between 3.610 and 3.893, indicating a relatively balanced distribution. The standard deviation of each variable is between 0.0.932 and 1.088, indicating a small dispersion of the sample data. Klein's data reference value published in 1998 suggests that when the absolute skewness value of the sample data is less than 3 and the absolute kurtosis value is less than 10, it can be considered that the observed variables basically follow a normal distribution(Singh, 2019). From the above statistical results, all variables have an absolute skewness value of<3 and an absolute kurtosis value of<10, which is much smaller than the reference value proposed by Klein. Therefore, it can be considered that the shape of the large sample data basically conforms to a normal distribution, meeting the basic requirements of the research hypotheses for analyzing the data in this article.

**Variables Data Normal P-P Plot and Detrended Normal P-P Plot**

According to relevant theories, the P-P plot is a scatter plot drawn based on the cumulative probability of variables corresponding to the specified theoretical distribution cumulative probability, used to visually detect whether the sample data conforms to a certain probability distribution. The following is a test of the data collected in this paper using IBM SPSS Statistics 24 Version to verify the distribution of the sample data.

**Table 4.** Variables Case Processing Summary

		RR	WL	CD	CC	WE	CSR	TR
Series or Sequence Length		30	30	30	30	30	30	30
Number of Missing Values in the Plot	User-Missing	0	0	0	0	0	0	0
	System-Missing	0	0	0	0	0	0	0

**Table 5.** Estimated Distribution Parameters

		RR	WL	CD	CC	WE	CSR	TR
Normal Distribution	Location	3.6305	3.6322	3.6097	3.6322	3.6364	3.6349	3.6547
	Scale	1.0579	1.0656	1.0883	1.0608	1.0480	1.0751	1.0683
		5	7	6	2	3	3	6

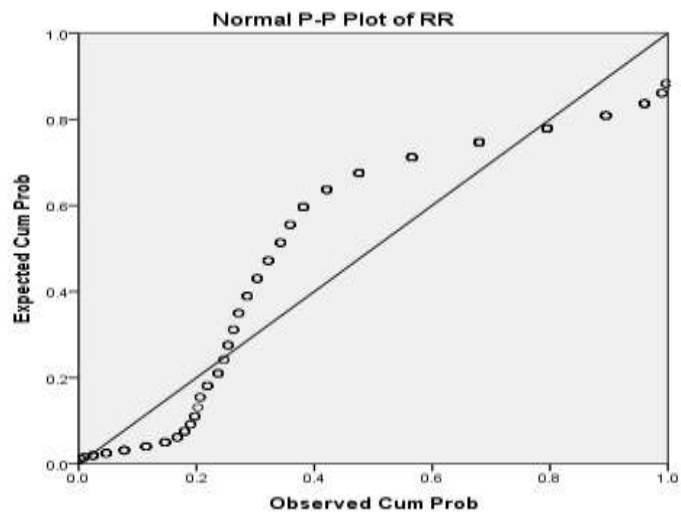


Figure 5. Variable Data Normal P-P Plot of RR

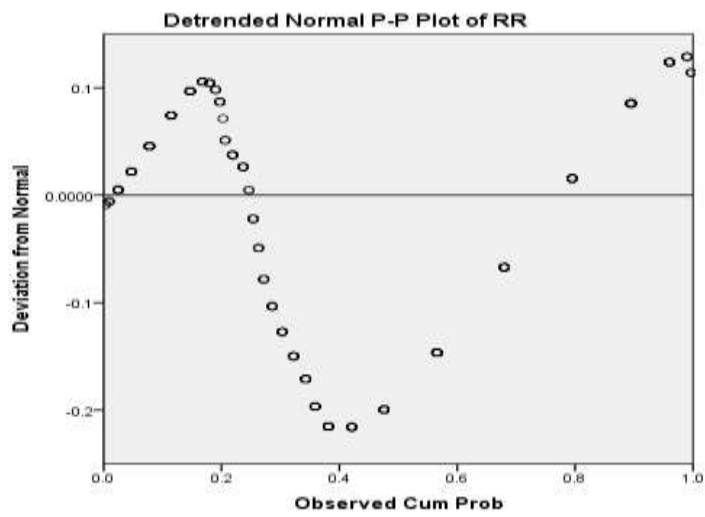


Figure 6. Variable Data Detrended Normal P-P Plot of RR

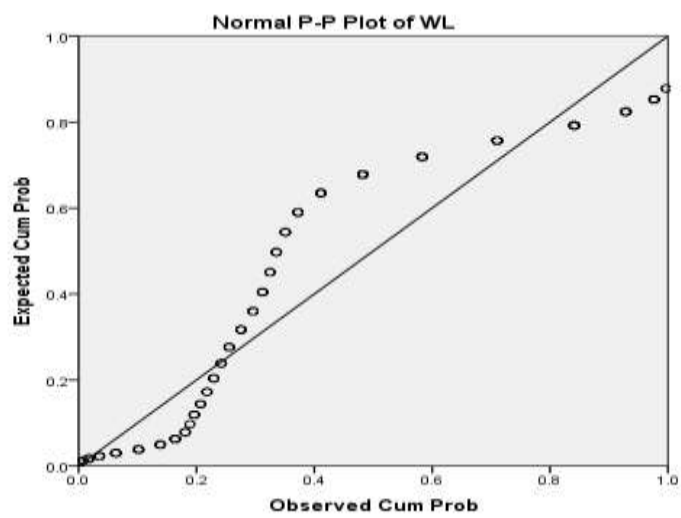


Figure 7. Variable Data Normal P-P Plot of WL

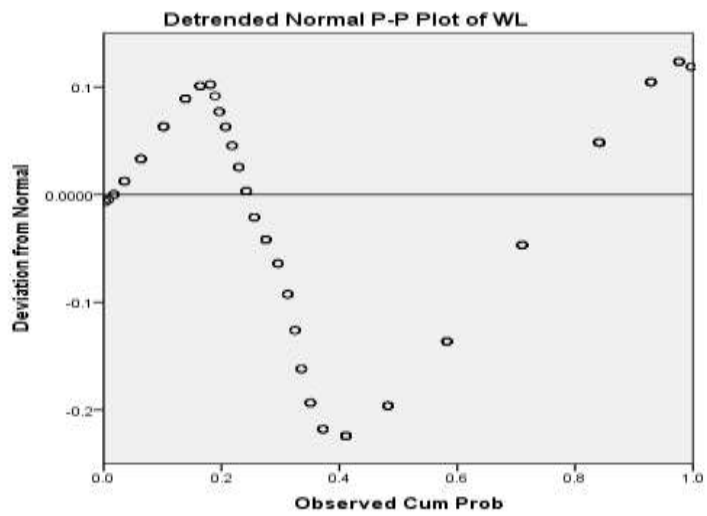


Figure 8. Variable Data Detrended Normal P-P Plot of WL

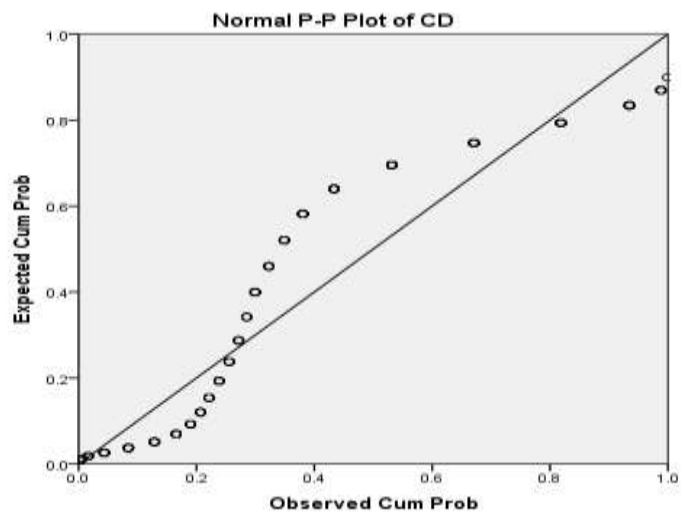


Figure 9. Variable Data Normal P-P Plot of CD

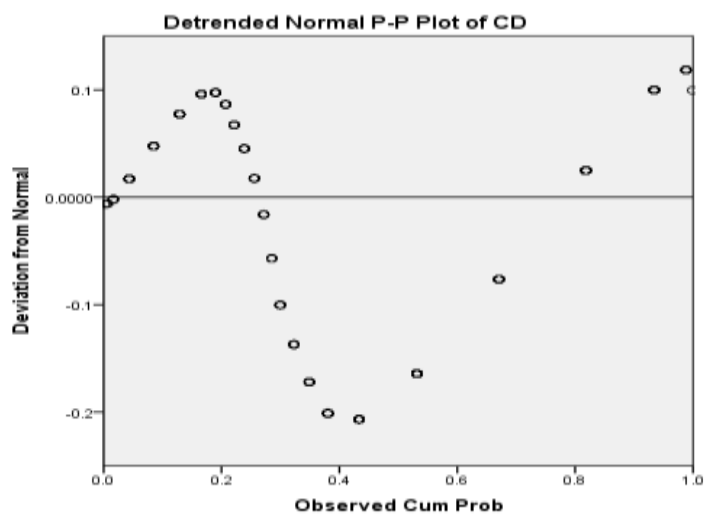


Figure 10. Variable Data Detrended Normal P-P Plot of CD

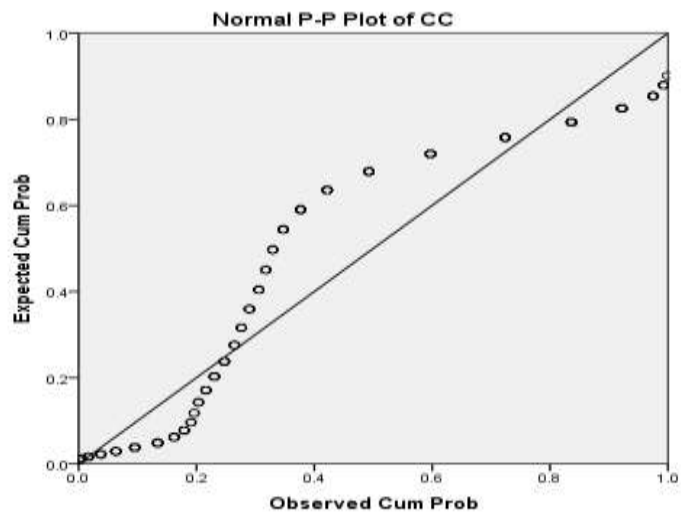


Figure 11. Variable Data Normal P-P Plot of CC

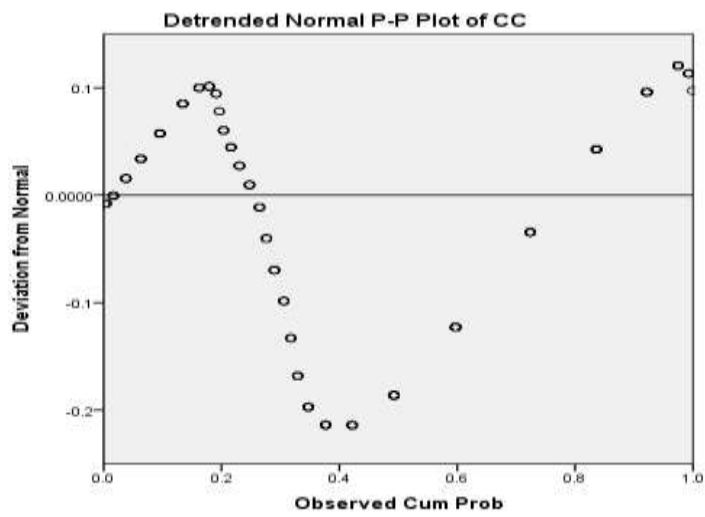


Figure 12. Variable Data Detrended Normal P-P Plot of CC

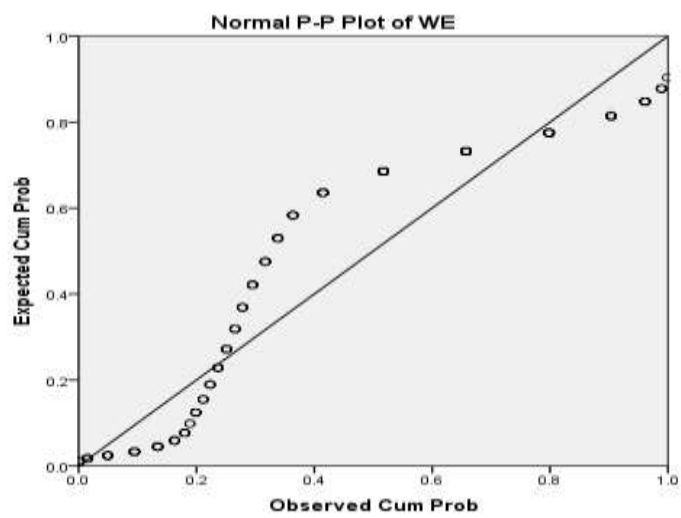


Figure 13. Variable Data Normal P-P Plot of WE

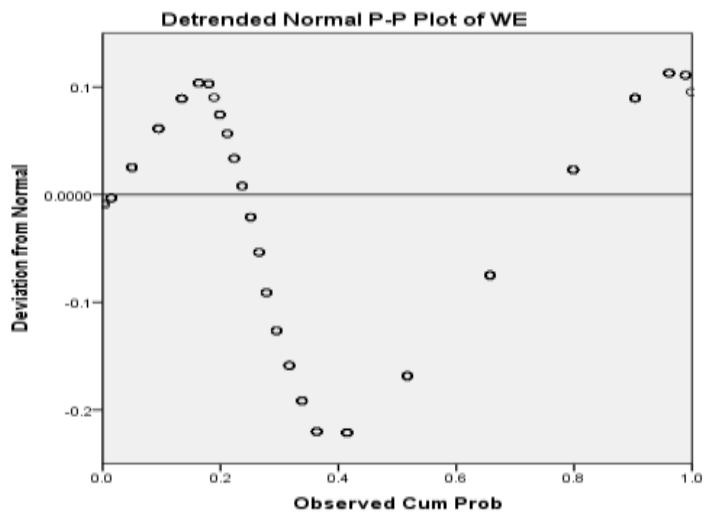


Figure 14. Variable Data Detrended Normal P-P Plot of WE

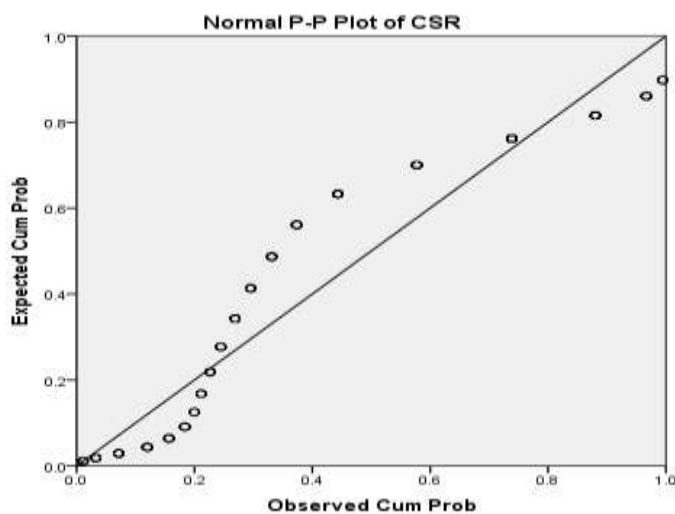


Figure 15. Variable Data Normal P-P Plot of CSR

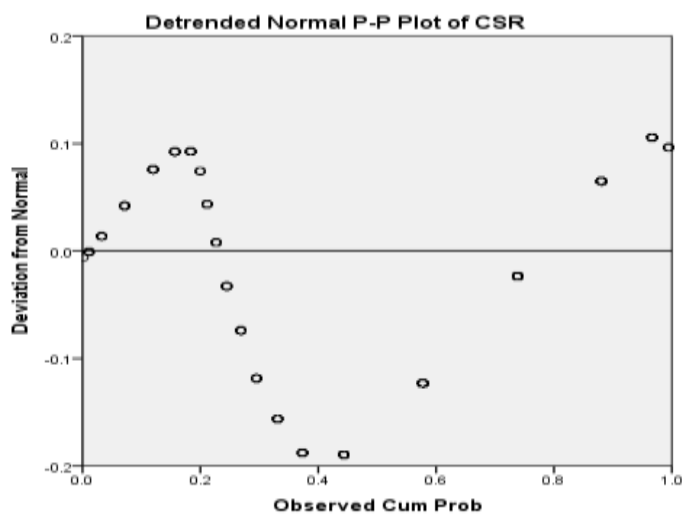


Figure 16. Variable Data Detrended Normal P-P Plot of CSR

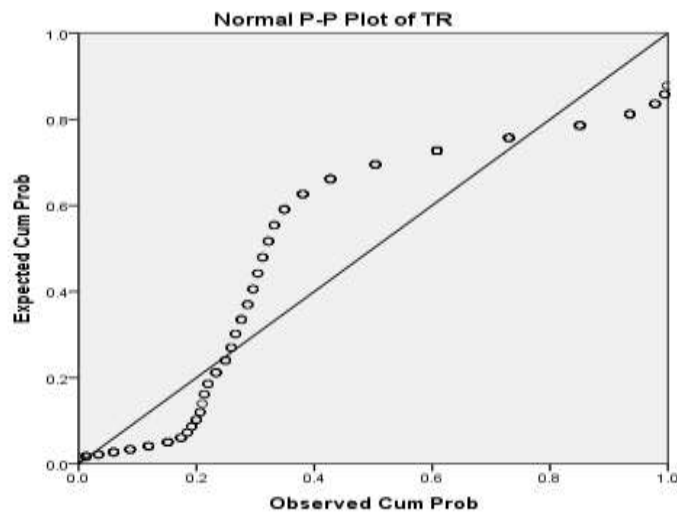


Figure 17. Variable Data Normal P-P Plot of TR

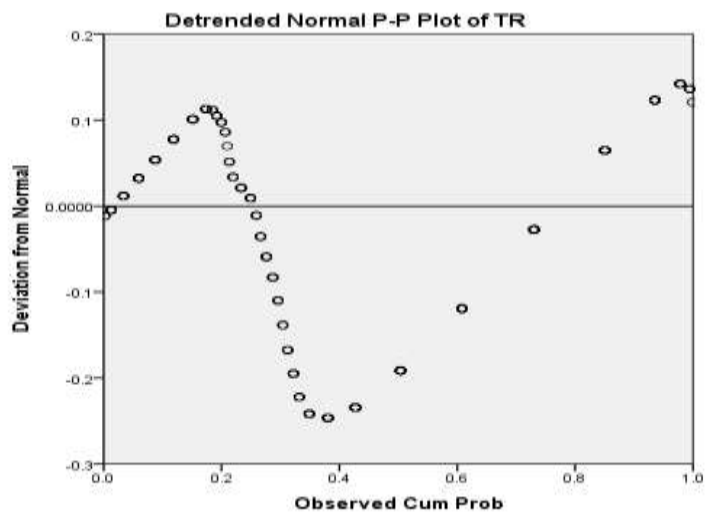
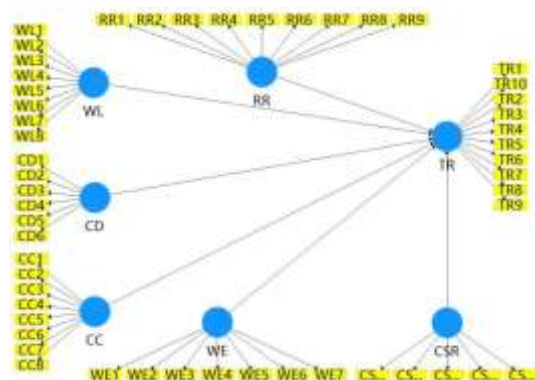


Figure 18. Variable Data Detrended Normal P-P Plot of TR

After reviewing the P-P plot output by IBM SPSS Statistics 24 Version, it can be seen that the sample points of variables RR, WL, CD, WE, CC, CSR, and TR are closely distributed diagonally, indicating that the sample data follows an approximate normal distribution, with all points tightly surrounding or even falling on the reference line. This indicates that the data collected in this paper is likely to conform to the specified theoretical distribution(Singh, 2019).

### ***Construct Reliability and Validity***

Based on the research framework and hypotheses of this paper, the measurement model is drawn as follows, as shown in Figure 18.



**Figure 19.** Measurement Model

Based on the collected data, the consistency, stability, and reliability of the test results are necessary (Montenegro & Patrinos, 2021). This paper tests internal consistency to verify whether the measurement tools or methods can accurately measure the degree of measurement required for the data in this paper, that is, to conduct reliability and effectiveness analysis.

**Table 5.** Reliability Statistics

Table 6. Reliability Statistics		
	Cronbach Alpha	Number of Items
<b>RR</b>	.929	9
<b>WL</b>	.919	8
<b>CD</b>	.897	6
<b>CC</b>	.917	8
<b>WE</b>	.902	7
<b>CSR</b>	.865	5
<b>TR</b>	.939	10

Source: Generated from SPSS version 24

Based on past research experience, a value greater than 0.7 for the Columbus Alpha is considered reliable (Kosheleva & Aguilar, 2021). The dimensional reliability of the scale in this study ranges from 0.865 to 0.939, indicating that the scale has high reliability, good stability, and consistency.

**Table 6.** Combination Reliability and Convergence Validity

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
<b>CC</b>	0.917	0.918	0.932	0.633
<b>CD</b>	0.897	0.897	0.921	0.66
<b>CSR</b>	0.865	0.867	0.903	0.65
<b>RR</b>	0.929	0.933	0.94	0.636
<b>TR</b>	0.939	0.94	0.948	0.647
<b>WE</b>	0.902	0.903	0.922	0.63
<b>WL</b>	0.919	0.923	0.934	0.638

Source: Data Processing Smart PLS (2024)

From the analysis results, it can be concluded that:

Cronbach's alpha: The alpha for variables CC, CD, CSR, RR, TR, WE, and WL range from 0.865 to 0.939, all greater than 0.7, indicating high reliability, stability, and consistency;

Composite reliability (rho\_a): The composite reliability (rho\_a) of variables CC, CD, CSR, RR, TR, WE, and WL range from 0.879 to 0.940, all greater than 0.7, indicating good model combination reliability;

Composite reliability (rho\_c): The composite reliability (rho\_c) of variables CC, CD, CSR, RR, TR, WE, and WL ranges from 0.903 to 0.948, all greater than 0.7, indicating good model combination reliability;

Average variance extracted (AVE): The average variance extracted (AVE) of variables CC, CD, CSR, RR, TR, WE, and WL ranges from 0.611 to 0.660, all greater than 0.5, indicating good convergence validity of the model. According to Dijkstra, T. K., & Henseler, J. (2015) research, it was found that composite reliability (rho\_a) and composite reliability (rho\_c) are greater than 0.7, and AVE greater than 0.5 is acceptable.

**Table 7.** Fornell-Larcker Criterion

	CC	CD	CSR	RR	TR	WE	WL
CC	<b>0.796</b>						
CD	0.424	<b>0.813</b>					
CSR	0.151	0.197	<b>0.806</b>				
RR	0.235	0.153	-0.022	<b>0.798</b>			
TR	0.511	0.518	0.317	0.266	<b>0.804</b>		
WE	0.355	0.367	0.159	0.117	0.467	<b>0.793</b>	
WL	0.246	0.277	-0.019	0.297	0.301	0.221	<b>0.798</b>

Note: Bold black body data represents the arithmetic square root of variable AVE.

Source: Data Processing Smart PLS (2024)

Based on previous research experience, the root mean square value of a variable AVE is greater than the correlation coefficient with other variables, indicating that the variable has good discriminant validity and is trustworthy(Siddik & Dwita, 2022). From the analysis results, it can be concluded that the root mean square of variables indicates good discriminant validity.

**Table 8.** Heterotrait-Monotrait Ratio (HTMT)

	CC	CD	CSR	RR	TR	WE
CC						
CD	0.465					
CSR	0.167	0.222				
RR	0.253	0.164	0.053			
TR	0.549	0.563	0.350	0.280		
WE	0.388	0.407	0.178	0.126	0.504	
WL	0.266	0.305	0.040	0.323	0.321	0.243

Source: Data Processing Smart PLS (2024)

Based on past research experience, the discriminant validity of variables below 0.9 is acceptable(Bougie & Sekaran, 2020). From the analysis results, it can be concluded that the HTMTs of variables CC, CD, CSR, RR, TR, WE, and WL are all below 0.90, indicating that the discriminant validity of the variables is compliant.

**Confirmatory Factor Analysis**

*a. Collinearity Statistics (VIF)*

**Table 9.** Inner VIF Values

	TR
CC	1.418
CD	1.507
CSR	1.117
RR	1.242
TR	
WE	1.431
WL	1.266

Source: Data Processing Smart PLS (2024)

From the table, it can be seen that the VIF values of all variables are less than 10, indicating the absence of multicollinearity.

*b. f Square*

According to Siddik & Wita (2022), an f Square value greater than 0 and less than 0.02, indicates an impact, an f Square value between 0.02-0.15 indicates a small impact, an f Square value between 0.15-0.35 indicates a moderate impact and an f Square value >0.35 indicates to have a significant impact. The following table shows the results of the f Squared that tests the data in this paper:

**Table 10.** f Square Test Result

	TR
CC	0.052
CD	0.045
CSR	0.047
RR	0.012
TR	
WE	0.042
WL	0.008

*c. Hypotheses Testing*

Hypothesis testing, also known as statistical hypothesis testing, is a statistical inference method used to determine the differences between samples and between samples and populations(Thiele, 2023).

**Table 11.** Path Analysis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV)	P Values
CC -> TR	0.183	0.182	0.036	5.036	0.000
CD -> TR	0.175	0.176	0.035	4.965	0.000
CSR -> TR	0.153	0.153	0.032	4.726	0.000

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>RR -&gt; TR</b>	0.083	0.086	0.029	2.854	0.004
<b>WE -&gt; TR</b>	0.165	0.164	0.035	4.701	0.000
<b>WL -&gt; TR</b>	0.067	0.067	0.031	2.14	0.032

Source: Data Processing Smart PLS (2024)

From the calculation results in the table, it can be seen that: CC, CD, CSR, RR, WE, and WL have a significant positive impact on TR, through testing and analysis, all hypotheses have T values greater than 1.96 and P values less than 0.05. According to Siddik and Wita (2022), the research hypotheses are valid. Therefore, the research hypotheses of this article have also been verified.

### **Remuneration and Talent Retention**

Remuneration and talent retention are important related topics, the remuneration provided by the organization is above industry standards or the average level in the region, which helps to retain valuable and outstanding talents. Private colleges and universities can encourage academicians with excellent performance to stay by rewarding them with year-end bonuses, stock options, or other incentive programs. These strategies help retain talent, improving education quality.

### **Workload and Talent Retention**

There is a close relationship between workload and talent retention, regarding the impact relationship between workload and talent retention, the main aspect is workload balance, ensuring that employees have a reasonable workload and do not feel excessive work pressure. It is directly related to talent retention, private colleges and universities need to ensure that the workload of academicians is reasonable and manageable and provide conditions conducive to the development and satisfaction of academicians to improve talent retention rates.

### **Career Development and Talent Retention**

There is also a close relationship between career development and talent retention, career development is a key factor in talent retention, and individual career development opportunities and prospects are crucial factors for employees to choose to continue working in an organization. Private colleges and universities can attract and retain outstanding talents by providing development opportunities, and incentives, balancing work and life, and establishing effective communication and feedback mechanisms for career development.

### **Corporation Culture and Talent Retention**

There is a close relationship between corporation culture and talent retention. The culture of an organization plays a crucial role in attracting, retaining, and motivating employees, a good corporation culture can improve employee satisfaction, making it easier for employees to find satisfaction in a positive, collaborative, and supportive culture, which helps to increase talent retention rates. Private colleges and universities should establish a positive and supportive corporation culture to help retain the most valuable academicians, encourage their active participation and growth, and improve talent retention rates in private colleges and universities.

### **Workplace Environment and Talent Retention**

There is a close relationship between workplace environment and talent retention, and a good workplace environment can have a positive impact on employee job satisfaction and performance, thereby helping to retain talent. Modern workplace environments typically encourage teamwork and interaction, which helps build stronger teams and increases employees' sense of belonging to the organization. Therefore, the working environment of private colleges and universities is crucial for attracting and retaining talented academicians. It can affect the emotional and work experience of academicians, thereby having a positive impact on talent retention in private colleges and universities.

### ***Corporation Social Responsibility and Talent Retention***

There is a close correlation between corporation social responsibility and talent retention, corporation social responsibility involves the moral and legal obligations of enterprises in social and environmental aspects, as well as proactive efforts to go beyond these obligations. Some social responsibility activities organized by the organization may improve the working environment for employees, provide more training and development opportunities, increase employee benefits, and encourage employees to stay in the company.

### **E. Conclusion**

In summary, improving the talent retention rate of private colleges and universities to enhance their teaching quality and academic reputation involves various policies and measures. With the continuous development of China's education system, private colleges and universities are playing an increasingly important role in the field of higher education. This is crucial for promoting the diversification of higher education and improving the quality of education. So private colleges and universities provide competitive remuneration, reasonable workload, smooth career development promotion space, good corporation culture, a comfortable working environment and fulfillment of necessary social responsibilities are very important, which can help improve the talent retention rate of private colleges and universities and implement talent retention, finally increase teaching quality.

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