

# The Influence of Talent Management on Educational Employee Performance Among Teachers in Xi'an Private Colleges and Universities

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**Abstract:** The proliferation of private colleges and universities in Xi'an represents a notable evolution in China's educational sector, prompting a focused examination of factors affecting educational employee performance. This study explores the intricate interplay between talent management, perceived value, and organizational culture in influencing the performance of educational employees in this context. Utilizing a quantitative methodology, the research employed structured questionnaires to gather data from teachers across various private institutions in Xi'an. The findings reveal significant positive correlations between talent management and employee performance, mediated by perceived value and organizational culture. These insights contribute to the development of targeted strategies to enhance educational employee performance, highlighting the crucial roles of comprehensive talent management and a supportive organizational culture in fostering a motivated and high-performing educational workforce in private higher education institutions in Xi'an.

**Keywords:** Talent Management, Perceived Value, Organizational Culture, Employee Performance

## 1. Introduction

In the vibrant city of Xi'an, the proliferation of private colleges and universities marks a distinctive evolution in China's educational landscape. This burgeoning sector presents a unique arena to scrutinize the factors influencing the performance of educational employees. Recent studies have spotlighted Xi'an as a burgeoning hub for private higher education in China, a development that merits a thorough exploration into the driving mechanisms behind staff effectiveness at these institutions (Deng Miaoqing, 2020). This research is particularly focused on examining how talent management strategies, the value perceptions held by educational staff, and the prevailing organizational culture within these institutions interact to influence employee performance.

Talent management emerges as a pivotal aspect in this context, where private educational institutions endeavor to identify, recruit, and develop personnel capable of advancing their educational missions (Mohamed Jais et al., 2021). This facet of the study explores the processes of talent identification, which involves recognizing potential contributors to the institution's goals, talent acquisition, which entails attracting these individuals, and talent development, which focuses on enhancing their skills through continuous professional training.

Moreover, the perceived value by educational employees is crucial, affecting their motivation and overall job

satisfaction (Hee et al., 2020). This research delves into the functional, emotional, and social values that employees derive from their roles and how these perceptions influence their attitudes and performance. Functional value includes practical benefits like job security and career growth; emotional value covers the fulfillment and pride from the job; and social value involves the recognition received from within and outside the organization.

Organizational culture in these institutions also significantly shapes employee behavior and attitudes, impacting their performance (Joubert & Grobler, 2020). Key cultural aspects being explored include optimism, respect, trust, and intentionality, with a focus on how these elements contribute to fostering a conducive work environment.

The performance of these educational employees is multifaceted, involving research, innovation, and interactive teaching, each requiring a nuanced understanding of the aforementioned factors. This study aims to provide insights that will aid educational leaders and policymakers in crafting strategies that enhance the operational efficacy of private colleges and universities in Xi'an, ultimately influencing the broader educational standards in the region.

Despite the recognized importance of effective talent management, private colleges and universities in Xi'an face substantial challenges in this area (Liu, 2020). The core issues include difficulties in identifying, attracting, and retaining highly skilled educators and administrative staff. These challenges are intensified by the competition with public institutions and the global market for academic talent. Private institutions often operate with fewer resources, making it harder to secure and nurture the professionals necessary to drive educational excellence and innovation (Que et al., 2020).

Identifying talent in the context of private higher education in Xi'an is particularly challenging due to limited access to a global talent pool and the absence of robust mechanisms for recognizing potential among current and prospective employees (Li, 2020). The resource constraints faced by private institutions further complicate their ability to attract top-tier educators and researchers, unlike their public counterparts (Xiu, 2021). This situation is exacerbated by a scarcity of effective talent identification frameworks that can be adapted to the unique needs of private educational settings (Song, 2020).

The acquisition of talent is another critical issue. The competitive educational landscape in China necessitates that private colleges and universities compete not only domestically but also internationally for a limited pool of qualified candidates (Fan, 2020). The allure of prestigious public universities and lucrative offers from overseas institutions often deters potential talent from considering careers in Xi'an's private colleges and universities (Guo, 2020). Furthermore, the perceived lower prestige and limited career advancement opportunities within private institutions further hinder their ability to attract the necessary academic and administrative staff (Yao & Ma, 2020).

Developing and retaining talent presents ongoing challenges (Tang, 2021). The lack of comprehensive professional development programs and clear pathways for career progression can lead to dissatisfaction and disengagement among staff (Li & Li, 2021). Without sustained investment in talent development, private colleges and universities in Xi'an risk losing their educators and administrators to institutions offering better growth opportunities and more supportive environments (Chen, 2020). The transient nature of talent in these settings not only undermines the stability and continuity of educational programs but also impacts the overall quality of education provided (Huang & Zhou, 2024).

In addition to talent management, the perceived value of employment in private colleges and universities is a significant concern (Wang, 2020). Functional, emotional, and social values perceived by educators influence their motivation, job satisfaction, and engagement. Private institutions often struggle to offer competitive job security, compensation, and career advancement opportunities compared to public universities, affecting the perceived functional value (Dong & Qiao, 2021). Emotional value is also compromised when educators feel that their roles lack the prestige and recognition associated with public universities (Shao, 2020). The social value, or the esteem and recognition from the professional community and society, further impacts the ability to attract and retain high-caliber talent (Chen, 2022).

Organizational culture within private colleges and universities also poses significant challenges (Yan, 2020). Issues such as value alignment, communication practices, decision-making processes, and the overall climate of support and innovation directly influence employee performance. Misalignment of values between the institution and its employees,

poor communication, and centralized decision-making can lead to decreased motivation and engagement (Wu, 2021; Xie & Li, 2020). A lack of a supportive and innovative environment further hampers the ability of private institutions to maintain a high-performing workforce (Zhu et al., 2020).

Addressing these multifaceted challenges is critical for enhancing the performance and competitiveness of private colleges and universities in Xi'an. This research aims to dissect the intricate dynamics between talent management, perceived value, and organizational culture and their collective impact on educational employee performance. By providing valuable insights, this study seeks to guide educational leaders in developing targeted strategies to attract, develop, and retain talent, improve the perceived value of employment, and cultivate a positive organizational culture. Such strategies are vital for elevating the quality of education and ensuring the long-term success of private higher education institutions in Xi'an and beyond.

## **2. Literature review**

### **2.1 Relationship Between Talent Management and Employee Performance**

The relationship between talent management and employee performance has garnered significant attention.

The prevailing view among researchers underscores the beneficial impact of talent management on employee performance. Bibi (2019) elucidated that organizations with established talent management programs report superior employee performance rates compared to those without such frameworks, highlighting the importance of professional development and career progression in enhancing employee morale and efficiency. Similarly, Kaleem (2019) analyzed the nexus between talent management practices and job satisfaction, revealing a significant positive correlation that suggests robust talent management systems, including mentorship and skill development initiatives, lead to heightened job satisfaction and, by extension, improved employee performance. This underscores the strategic value of recognizing and nurturing talent to boost engagement and performance levels. Further expanding this discourse, El Masri & Suliman (2019) investigated the effect of talent management on administrative staff, providing evidence that effective talent management practices elevate job performance by aligning individual skills with job requirements and expanding professional growth opportunities. This body of research collectively illustrates that talent management's benefits permeate all organizational levels, enhancing not just job performance but also job satisfaction and employee loyalty. These findings advocate for the strategic integration of talent management practices as essential for sustaining organizational success and competitiveness in a dynamic business landscape.

### **2.2 Relationship Between Talent Management and Perceived Value**

The relationship between talent management and the perceived value of employees has been extensively studied, highlighting its importance in enhancing employee satisfaction and retention.

In examining the multifaceted relationship between strategic talent management and employee perceptions, particularly in terms of career advancement and perceived value within an organization, recent scholarship highlights a broadly positive correlation. Sitaniapessy et al. (2023) emphasize the significance of personalizing professional development to align with individual aspirations and skill gaps, suggesting this tailored approach not only boosts job satisfaction but also strengthens employees' sense of belonging and value towards the organization. They posit that such practices can decrease turnover rates and enhance engagement. Similarly, Malik & Singh (2022) argue that talent management extends beyond conventional HR methodologies, advocating for a holistic strategy that encompasses recognizing and nurturing employees' abilities and ambitions. Their findings suggest that recognition and advancement opportunities are critical in elevating employees' perceived value, contributing to a more positive work environment and aligning employee performance with organizational goals. Dawwas (2022) further supports these views by focusing on the impact of mentorship and leadership development programs on job satisfaction, highlighting the role of such initiatives in providing guidance, support, and empowerment to employees, thereby fostering a high perceived value

towards organizations. These studies illustrate the complexity of talent management strategies and their pivotal role in shaping employees' perceptions of value within an organization, thereby reinforcing the argument for a nuanced and holistic approach to talent management practices.

### **2.3 Relationship Between Perceived Value and Employee Performance**

The relationship between perceived value and employee performance has been a focal point of research in recent years.

The scholarly discourse on the interplay between perceived value and employee performance, particularly within educational settings, underscores a uniform consensus regarding its positive influence. Rubel et al. (2021) elucidate the mechanism by which perceived value, stemming from personal and professional development opportunities at educational institutions, propels employees towards adopting innovative teaching methods. This enhancement in creativity is not confined to pedagogical strategies but permeates various aspects of professional life, culminating in superior performance outcomes. Similarly, Kusi et al. (2021) dissected the impact of perceived organizational support on key performance indicators such as retention and overall employee effectiveness. The narrative here extends the domain of perceived value beyond the realm of mere job satisfaction, suggesting it forges a deeper, more meaningful bond between educators and their institutions, which, in turn, amplifies their dedication and job performance. Furthermore, Shahnavazi et al. (2021) highlight the amplified significance of perceived value in environments hamstrung by resource limitations. In such contexts, the perception of organizational support as meeting professional needs becomes a crucial determinant of employee adaptability, enthusiasm, and performance efficacy. This trio of studies collectively illustrates that whether in resource-rich or constrained environments, the perception of value plays a pivotal role in enhancing innovative teaching practices, employee retention, performance, and adaptability. These studies not only enrich the academic dialogue surrounding perceived value but also underscore the multifaceted ways in which it can be leveraged to enhance educational outcomes and employee performance in varying institutional landscapes.

### **2.4 Relationship Between Talent Management and Organizational Culture**

The relationship between talent management and organizational culture has been the focus of extensive research in recent years, with studies exploring how effective talent management practices influence various aspects of organizational culture.

Recent studies underscore the significant impact that strategic talent management has on enhancing organizational culture. Santosa (2022) delineates how investing in employee development and leadership training is pivotal for cultivating a collaborative and innovative work atmosphere. This research posits that such investments not only augment skill sets but also markedly elevate employee morale and engagement, fostering a unified workforce driven to achieve common objectives. Conversely, Visvizi (2022) hones in on the criticality of diversity and inclusivity within talent management strategies, arguing that these components are fundamental for establishing a culture of respect and open communication. This approach, according to Visvizi, propels innovation and superior problem-solving by incorporating a broader array of perspectives and solutions, thereby enhancing employee satisfaction and allegiance. Similarly, Madurani & Pasaribu (2022) affirm a robust link between effective talent management and the promotion of an organizational culture that celebrates excellence. Their findings suggest that recognizing employee achievements and providing opportunities for professional growth not only motivates individuals but also instills a sense of belonging and dedication to the organization, thereby encouraging knowledge sharing and continuous learning. Each perspective contributes to a holistic understanding of talent management's multifaceted role in shaping organizational cultures that are adaptable, resilient, and primed for continuous improvement.

### **2.5 Relationship Between Organizational Culture and Employee Performance**

The relationship between organizational culture and employee performance has been a significant area of research, with studies examining how various aspects of a positive organizational culture contribute to enhancing employee performance.

In exploring the relationship between organizational culture and employee performance, scholars have offered varying insights that collectively underscore the positive impact of a nurturing and diverse workplace environment. Muvida et al. (2023) emphasized the significant benefits of diversity and inclusion, noting that a workforce rich in cultural perspectives enhances creativity, fosters a sense of belonging, and promotes adaptability, which are crucial for improving job performance. They argued that an inclusive culture encourages respect for different viewpoints, bolstering open communication and leading to higher productivity and agility in responding to market changes. In a similar vein, Opoku et al. (2022) highlighted the role of a supportive work environment in enhancing employee engagement and satisfaction, suggesting that feeling valued and understood increases employees' commitment and willingness to innovate, which in turn reduces job stress and improves retention rates. Korda & Rachmawati (2022) provided a unique perspective by focusing on the importance of a positive organizational culture in settings with limited resources. They found that such a culture compensates for material shortages by motivating employees through mutual support and recognition, thus fostering a sense of purpose, and belonging that drives innovative solutions and efficient work practices, even in challenging environments. These studies collectively affirm that organizational culture has a strategic role in boosting employee performance, though they approach the topic from different angles. While Muvida et al. (2023) and Opoku et al. (2022) converge on the importance of diversity and support in fostering innovation and reducing stress, Korda & Rachmawati (2022) underscore the compensatory power of a positive culture in resource-constrained settings. These findings reveal that, regardless of the context, a positive organizational culture is pivotal for motivating employees, enhancing their performance, and maintaining a competitive edge. These insights collectively demonstrate that fostering an environment where employees feel included, supported, and motivated, irrespective of resource availability, is a universal driver of organizational success and employee satisfaction.

### **3. Methodology**

#### **3.1 Research Design**

The quantitative analysis method is chosen for its ability to handle large datasets, enabling the study to encompass a broad spectrum of responses from educational employees across Xi'an's private higher education sector. Structured questionnaire surveys are used to gather quantifiable data on participants' perceptions and experiences regarding talent management practices, perceived value, organizational culture, and their own performance. The methodology is underpinned by the need for a solid analytical framework capable of capturing the complex dynamics at play within the study's scope, providing a foundation for drawing generalizable conclusions that can inform policy and practice in educational management.

The importance of quantitative analysis in educational research is well-documented. Scholars such as Creswell (2021) highlight the value of quantitative methods for testing theories and hypotheses through empirical evidence, allowing researchers to establish patterns of association and causality with precision. In higher education research, quantitative methods have significantly contributed to understanding factors affecting educational outcomes, organizational behavior, and employee performance (Bryman & Cramer, 2012). This study employs statistical analysis tools to rigorously examine the collected data, ensuring the reliability and validity of the instruments used.

#### **3.2 Population and Sample Size**

The research population comprises teachers from private colleges and universities in Xi'an, an educational hub in China with a diverse and dynamic higher education sector. By the end of 2023, these institutions collectively have a faculty count of 21,384 educators. Given this extensive population, a sample size of 540 teachers was determined to be

both practical and statistically significant for the study. This sample size ensures adequate power for the planned statistical tests, allowing for meaningful analysis and interpretation of the data.

A stratified random sampling technique was employed, dividing the entire population into distinct strata based on the 27 private colleges and universities in Xi'an. From each stratum, 20 teachers were randomly selected, ensuring a representative cross-section of the broader educational workforce. This sampling approach minimizes bias and enhances the generalizability of the findings, capturing the diversity within the population and providing a robust foundation for data collection and analysis.

### 3.3 Sampling

The sampling strategy is integral to the quantitative analysis method, designed to ensure that the study's findings are both robust and generalizable. Given the expansive and diverse nature of the research population, a stratified random sampling method was utilized. Each private college and university serves as a distinct stratum, ensuring that all types of institutions, from vocational colleges to universities offering bachelor's and associate degrees, are represented in the sample.

The random selection process within each stratum was conducted using institutional databases, ensuring equal chance of selection for every individual. This randomness is crucial for reducing sampling bias and enhancing the validity of the study's conclusions. By stratifying the population and randomly selecting participants from each stratum, the study effectively controls for variation between different types of institutions, thereby improving the precision and efficiency of the analysis.

### 3.4 Research Instrument

The primary research instrument in this study is a questionnaire, designed to capture comprehensive data on the interrelationships between talent management, perceived value, organizational culture, and educational employee performance. The questionnaire is structured in two parts: demographic information and specific questions related to the study variables. This bifurcation facilitates ease of response and coherence in data collection.

Part 1 of the questionnaire gathers essential demographic information about the participants, such as age, gender, educational background, role within the institution, and years of experience. Part 2 contains questions on the four main variables and their dimensions, using a 9-point Likert scale to gauge respondents' perceptions and attitudes. The scale ranges from "Strongly Disagree" to "Strongly Agree," capturing a wide spectrum of responses and offering nuanced insights into the degrees of agreement or disagreement among participants.

### 3.5 Data Analysis

A rigorous data analysis approach is adopted, utilizing SPSS for descriptive analysis and Structural Equation Modeling (SEM) for Confirmatory Factor Analysis (CFA) and Path Analysis. Descriptive analysis provides a foundational understanding of the dataset, summarizing key statistical measures such as means, standard deviations, and frequency distributions. This preliminary analysis validates the quality of the data and prepares it for more complex examinations.

SEM is employed to conduct CFA, validating the factor structure of the questionnaire items and ensuring they accurately represent the constructs of interest. Path Analysis allows for the examination of direct and indirect relationships among the variables, providing insights into causal relationships. This comprehensive approach ensures that the analysis is both statistically robust and meaningful, contributing to a detailed understanding of the dynamics influencing educational employee performance.

## 4. Research Findings and Discussion

The study used SEM (Structural Equation Modeling) path analysis to investigate the influence of talent management (TM) on educational employee performance (EEP) with the mediating effect of perceived value (PV) and organizational culture (OC) in Xi'an private colleges and universities. The results of SEM path analysis were presented in the following Figure 1.

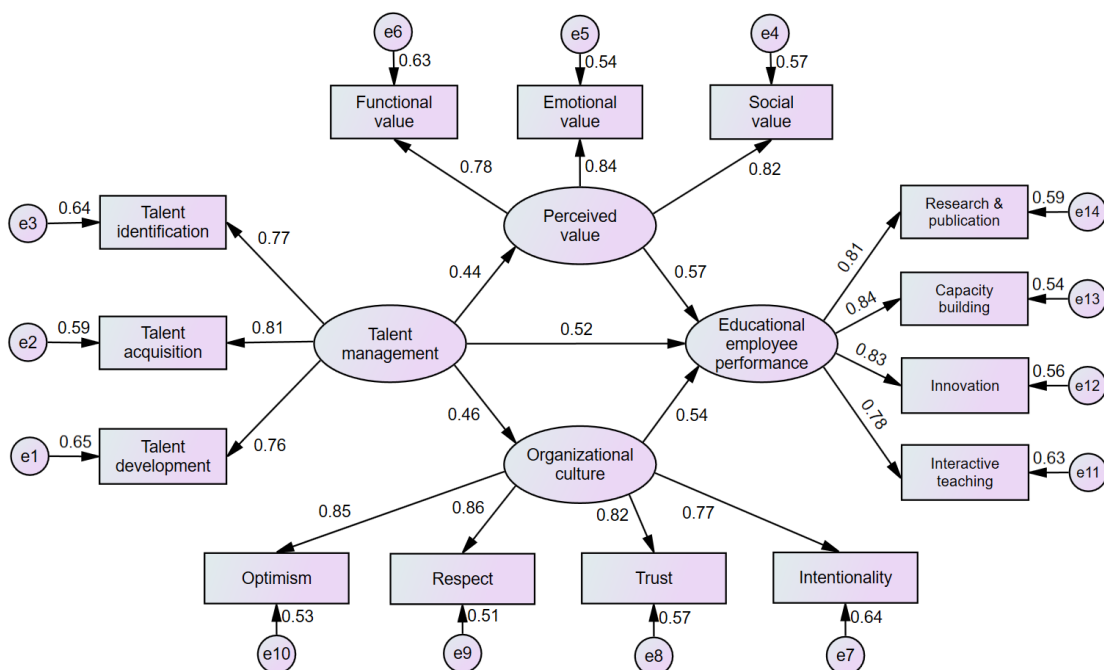


Figure 1: SEM path analysis results

Besides, bootstrap method was used to investigate the mediating effect of perceived value and organizational culture with analysis results presented in the following Table 1.

Table 1: Mediating effect analysis results

Standard effect	Path	Effect coefficient	95% confidence interval		S.E.	P-value	Results
			Lower	Upper			
Total effect	TM--->EEP	0.771	0.720	0.822	0.026	***	Mediating effect
Direct effect	TM--->EEP	0.523	0.478	0.568	0.023	***	
Indirect effect	TM-->PV---> EEP	0.248	0.209	0.287	0.020	***	
Total effect	TM--->EEP	0.774	0.725	0.823	0.025	***	Mediating effect
Direct effect	TM--->EEP	0.523	0.478	0.568	0.023	***	
Indirect effect	TM-->OC---> EEP	0.251	0.210	0.292	0.021	***	

According to above analysis results of SEM path analysis and mediating effect analysis, the study summarized the following main research findings:

#### 4.1 Talent Management and Educational Employee Performance

The analysis reveals a significant positive relationship between talent management and educational employee performance among teachers in Xi'an private colleges and universities. This finding corroborates previous research that suggests comprehensive talent management practices, including talent identification, acquisition, and development, are crucial for enhancing employee performance (Bibi, 2019; Kaleem, 2019; El Masri & Suliman, 2019). Specifically, the data indicate that institutions with robust talent management frameworks report higher levels of employee morale and

efficiency, leading to improved performance outcomes. The structured professional development programs and clear career progression paths provided by these frameworks empower educators to enhance their skills continually, contributing to their overall performance.

#### **4.2 Talent Management and Perceived Value**

The study also finds a significant positive influence of talent management on the perceived value among teachers. This aligns with Sitaniapessy et al. (2023) and Malik & Singh (2022), who highlighted the importance of personalized professional development and recognition in boosting job satisfaction and perceived value. Teachers who experience supportive talent management practices feel more valued and appreciated, which enhances their job satisfaction and loyalty to the institution. The mentorship and leadership development programs highlighted in the literature are particularly effective in providing guidance and fostering a sense of belonging, which translates into a higher perceived value of their roles within the organization.

#### **4.3 Perceived Value and Educational Employee Performance**

Perceived value itself significantly influences educational employee performance, reinforcing the notion that when employees feel valued and supported, their job performance improves (Rubel et al., 2021; Kusi et al., 2021; Shahnavazi et al., 2021). Teachers who perceive high functional, emotional, and social value from their roles are more motivated and engaged, leading to better performance in teaching, research, and innovation. This relationship is particularly pronounced in environments where resources may be limited, as perceived value can compensate for material deficiencies by fostering a strong sense of purpose and commitment among educators.

#### **4.4 Talent management and organizational culture**

Another significant finding is the positive relationship between talent management and organizational culture. Effective talent management practices foster a collaborative and innovative work environment, enhancing overall organizational culture (Santosa, 2022; Visvizi, 2022; Madurani & Pasaribu, 2022). Investments in employee development and leadership training create a culture of continuous improvement and mutual respect, where employees feel supported and encouraged to contribute their best efforts. Diversity and inclusivity within talent management strategies further promote a culture of respect and open communication, which are essential for innovation and problem-solving.

#### **4.5 Organizational Culture and Educational Employee Performance**

The study confirms that organizational culture significantly influences educational employee performance. A positive organizational culture characterized by support, respect, and inclusivity enhances employee engagement and satisfaction, leading to improved job performance (Muvida et al., 2023; Opoku et al., 2022; Korda & Rachmawati, 2022). In educational settings, this supportive culture encourages teachers to adopt innovative teaching methods and collaborate effectively, which enhances educational outcomes. Even in resource-constrained environments, a positive culture can mitigate the adverse effects of material shortages by fostering a supportive and motivated workforce.

#### **4.6 Mediating Role of Perceived Value**

The analysis also indicates that perceived value mediates the relationship between talent management and educational employee performance. This finding suggests that the benefits of talent management practices on performance are partly channeled through their impact on perceived value. When teachers perceive high value from their roles due to effective talent management, their performance improves significantly. This mediation underscores the importance of focusing not only on direct talent management practices but also on enhancing the perceived value of these practices to maximize their impact on performance.



#### **4.7 Mediating Role of Organizational Culture**

Similarly, organizational culture mediates the relationship between talent management and educational employee performance. Talent management practices that foster a positive organizational culture indirectly enhance employee performance by creating an environment conducive to high productivity and innovation. This mediating effect highlights the need for educational institutions to cultivate an organizational culture that supports and complements their talent management strategies. By doing so, they can ensure that the benefits of these strategies are fully realized in terms of improved employee performance.

These findings provide several practical implications for educational leaders and policymakers in Xi'an's private colleges and universities. First, the significant influence of talent management on both perceived value and organizational culture underscores the need for comprehensive and strategic talent management practices. Educational institutions should invest in professional development, clear career progression paths, and mentorship programs to enhance the perceived value and satisfaction of their staff.

The mediating roles of perceived value and organizational culture suggest that merely implementing talent management practices is not enough. Institutions must also focus on creating a positive organizational culture and ensuring that employees perceive high value from their roles. This dual focus can maximize the impact of talent management practices on employee performance.

Given the competitive educational landscape and the resource constraints faced by private institutions, leveraging perceived value and organizational culture can be particularly effective strategies. By fostering a supportive and inclusive culture, institutions can enhance employee performance even in the face of limited resources.

The findings highlight the importance of ongoing research and adaptation in talent management practices. As the educational landscape continues to evolve, so too should the strategies employed by institutions to attract, develop, and retain high-performing educators. This continuous improvement approach will help private colleges and universities in Xi'an stay competitive and maintain high standards of educational excellence.

#### **5. Conclusion**

The findings from this research illuminate the crucial roles of talent management, perceived value, and organizational culture in enhancing educational employee performance at private colleges and universities in Xi'an. Talent management, particularly through robust frameworks for identifying, attracting, developing, and retaining talent, significantly boosts employee performance and morale, thereby fostering a culture of continuous professional growth and satisfaction. The study further reveals that the perceived value of employment significantly mediates this relationship, suggesting that when educators feel valued and supported, they are more likely to excel in their roles. Additionally, a positive organizational culture not only enhances this effect but also serves as a pivotal factor in itself for improving employee engagement and performance. Therefore, for private educational institutions in Xi'an to thrive and maintain competitiveness in the evolving educational landscape, it is imperative to implement strategic talent management practices that not only focus on skills and professional development but also foster a supportive, inclusive, and innovative organizational culture. These strategies, when effectively aligned, can ensure the sustained success and growth of both the institutions and their educational staff, ultimately leading to higher standards of educational outcomes and fulfilling the broader educational goals in the region.

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## Conflict of Interest

The authors declare no conflicts of interest

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