

# Governance of Unreasonable Flow of University Teachers: Challenges and Measures

Tian Tian<sup>1,\*</sup>, David Y. Camiwet<sup>1</sup>

<sup>1</sup>College of Teacher Education, University of the Cordilleras, Baguio, Benguet, Philippines

\*Corresponding author: t-t0831@students.uc-bcf.edu.ph

**Abstract:** Under the background of the great development of higher education, the flow of university teachers is unprecedented prosperous, and the unreasonable flow of university teachers also appears, which has become one of the important factors restricting the popularization of higher quality education. By consulting literature and interviewing the people in charge of the personnel department of the university, this paper defines the meaning of the unreasonable flow of university teachers and finds that when the education department governs the unreasonable flow of university teachers, it will face the challenges of economic interest driving, lagging university organization and management and lack of external support. The education department needs to take measures to strengthen the education of loyalty and identity to university teachers, strengthen the construction of organization and management in university, and improve the external environment.

**Keywords:** university teachers, unreasonable flow, governance

## 1. Introduction

With the advancement of globalization and the rapid development of higher education, university teachers, as an important resource, are valued by countries all over the world. Developed countries have adopted policies to play their role as intellectual support to promote economic and social development. The flow of university teachers has become more frequent and active, and it has become a hot topic in society. As far as the flow of university teachers is concerned, reasonable flow is not only conducive to academic exchanges among universities, but also conducive to the rational allocation and use efficiency of social resources. However, the unreasonable flow of university teachers will not have the corresponding effect but will widen the gap between different regions and universities, and it will have a negative impact on the discipline construction, scientific research development, organizational development and even the economic development of the whole outflow region. The existing literature on the flow of university teachers mostly focuses on the discussion of the factors causing the flow of university teachers and the investigation of the current situation, while the discussion on the phenomenon of unreasonable flow of university teachers is insufficient. It only discusses a series of problems caused by unreasonable flow of university teachers from the perspective of management and lacks the discussion on the concept definition and governance measures of the unreasonable flow of university teachers. In view of this, this paper is committed to clarifying the meaning of unreasonable flow of university teachers, finding out the challenges faced by the governance of unreasonable flow of university teachers and feasible measures, and providing corresponding suggestions and references for the governance of unreasonable flow of university teachers[1-4].

## 2. Methodology

### 2.1 Method of literature review

Method of literature review is widely used in all kinds of research. Its functions include it can understand the history and current situation of relevant problems and help determine research topics; it can form a general impression about the research object, which is helpful for observation and interview; it can obtain comparative data of research topics and it is helpful to understand the overall perspective of the research object.

This paper takes the unreasonable flow of university teachers as the research object, obtains data through investigating the literature, so as to comprehensively and correctly understand and grasp the

meaning of the unreasonable flow of university teachers, find out the challenges faced by the governance of the unreasonable flow of university teachers, and make theoretical preparations for exploring the measures to govern the unreasonable flow of university teachers.

When university teachers flow between different countries, regions and universities, it will drive the dissemination and transfer of knowledge in time and space, help inject fresh blood into the inflow place, and play an important role in promoting their innovation ability and work efficiency. However, with the increasingly fierce competition, the talent flow trend of "malicious competition" has emerged in the society, and the rationality of the flow of university teachers has been questioned. By consulting literature, this paper defines the meaning of unreasonable flow of university teachers. It mainly includes the following two aspects: first, whether teachers are fully utilized is one of the bases to judge the rationality of flow of university teachers. If the introduced talents are inconsistent with the positioning and development of the university, the effectiveness of talents cannot be brought into full play, and the flow of university teachers is lack of rationality. Secondly, whether to fully release the maximum potential of human capital is also an important basis to define the rationality of flow of university teachers. The flow of university teachers will bring their professional knowledge and research ability into the inflow area, and it will affect the role of human capital in the region to a great extent. If the inflow of university teachers does not bring the full release of the potential of human capital, the flow of university teachers can be characterized as unreasonable.

The education department will face many challenges in governing the unreasonable flow of university teachers, by consulting literature, this paper summarizes three main aspects: the first one is driven by economic interest factors. In the unreasonable flow of university teachers, economic interests play an important role. Universities in developed areas have more resources and broader platforms and are in a strong position compared with universities in underdeveloped areas, driven by the high treatment, some teachers took the initiative to leave the universities to cultivate themselves. According to statistics, Lanzhou University lost 471 teachers in 10 years and Northwest Normal University lost 180 teachers in 10 years, in China, the flow willingness of university teachers in the central and western regions is about 9% higher than that in the eastern coastal areas. Some teachers even regard academic as a tool to seek economic benefits, which brings great challenges to the governance of the unreasonable flow of university teachers. Secondly, the university organization and management lags behind. From the perspective of internal relations, governing the unreasonable flow of university teachers is an important part of the university personnel management system. However, in practical work, the outflow university did not fully understand the ideas of the outflow teachers, the inflow university did not fully consider the fit between the introduced teachers and the university and failed to help teachers adapt to the new environment effectively, At the same time, it also failed to establish relevant institutions to guide teachers to give full play to their talents. Third, there is a lack of necessary external support. In October 2015, the State Council promulgated the plan for comprehensively promoting the construction of world universities and first-class disciplines, pointing out that talents are the core element of educational development. Universities are encouraged to actively introduce high-quality talents, which provides legal support for the flow of university teachers. However, with regard to the unreasonable flow of university teachers, the education department has not issued corresponding plans, laws and regulations to stop the unreasonable flow of teachers, so that universities have no legal and policy support in governing the unreasonable flow of university teachers[5-8].

## ***2.2 Method of expert interview***

Method of expert interview is a research method to obtain their opinions and relevant data on the research object through oral conversation with relevant personnel. Aiming at the problem of governing the unreasonable flow of university teachers, this paper interviewed the heads of the personnel departments of three universities: Lu Gongchen, director of the personnel department of Shandong Sport University, Zhang Jie, director of the personnel department of Shandong Youth University of Political Science, and Zhang Lixin, deputy director of the personnel department of Shandong Architecture University. By sorting out the views of the three principals on governance measures, we can find feasible measures to govern the unreasonable flow of university teachers. Based on the previous literature review, to improve efficiency, the interview outline designed in this paper goes straight to the theme, that is, "what do you think are the measures to govern the unreasonable flow of university teachers?" the interview were conducted in their offices. The overviews are as follows:

Lu Gongchen, director of the personnel department of Shandong Sport University thinks that we should treat the flow of university teachers dialectically, not only affirm its positive role, but also govern the unreasonable flow. Specifically, we should pay attention to strengthening the education of

identity to university teachers at ordinary times. Thought is the guide of action. Only when teachers recognize the university where they are, can their work be full of power; In addition, efforts should be made to give full play to teachers' talents, so that teachers feel that they have a place to play in the university and a sense of achievement in completing their work, so as to meet the needs of teachers' self-realization.

Zhang Jie, director of the personnel department of Shandong Youth University of Political Science believes that we should strengthen the education of loyalty to university teachers, university teachers should be loyal to their own posts in the university. Blindly pursuing the maximization of economic interests violates the original intention of a teacher; Necessary external support is also one of the effective measures, such as the introduction of relevant laws and regulations, so that universities can have laws to follow when governing the unreasonable flow of teachers.

Zhang Lixin, deputy director of the personnel department of Shandong Architecture University thinks that the unreasonable flow of teachers reflects that some university teachers blindly follow the trend of their own development, lack career planning, they only want to obtain temporary economic benefits, and do not consider whether they can integrate well into the collective and give full play to their talents. When governing the unreasonable flow of teachers, universities can carry out work from strengthening the construction of organization and management in university, appropriately allow some teachers to serve as teachers of other universities, and improve the management mode to help the introduced teachers adapt to the working environment faster and play a better role.

### **3. Results**

Through interviewing three principals and consulting relevant literature, when governing the unreasonable flow of university teachers, the education department should start from both internal and external aspects. The internal factors are mainly to carry out work around the teachers, including strengthening education ideologically and meeting their legitimate needs to realize their value in work; The external factors are mainly in university management and external support, including the organization and management of teachers and the introduction of relevant laws and regulations.

### **4. Discussion**

By interviewing three heads of university personnel departments, the current situation of university teacher management more accurately and summarize the feasible measures to govern the unreasonable flow of university teachers can be understood. Some measures are easy to implement, such as strengthening the education of loyalty to teachers and improving organization and management. Some measures are difficult to implement, and even require the participation of the whole society. For example, issuing relevant laws and regulations to stop the unreasonable flow of university teachers, increasing the financial investment of universities in underdeveloped areas or giving appropriate policy preference to help them retain highly capable teachers. Although these measures can not be completed overnight and need to invest certain resources, once applied, the effect on governing the unreasonable flow of university teachers is also significant and more sustainable[9-11].

### **5. Conclusion**

The governance of the unreasonable flow of university teachers is a complex project, which requires the full cooperation of the government and the university. The university needs to strengthen teachers' sense of belonging and improve the limitations of its own management. The government needs to provide external environmental support for the governance of unreasonable flow of university teachers. The measures can be summarized as follows:

#### ***5.1 Strengthen the education of loyalty and identity to university teachers***

In his book organizational sociology, American scholar Shain divided human nature into "complex man", "economic man", "social man" and "self-fulfilling man". University teachers not only have the identity of "economic man" who pursues interests, but also have the identity of "social man" who makes contributions to the society. In the process of governing the unreasonable flow of teachers, universities need to start with strengthening the "social person" attribute of teachers, strengthen the

education of their loyalty consciousness, and carry out corresponding identity education. In terms of loyalty consciousness education, universities can formulate relevant standards for consciousness training, so that teachers can restrict their behavior around relevant standards. In the aspect of identity education, universities need to build management culture that pays attention to humanistic care, solve the practical difficulties encountered by teachers in their work and life, optimize the teacher evaluation mechanism and stimulate teachers' identity and enthusiasm for education.

### **5.2 Strengthen the construction of organization and management in university**

The governance of the unreasonable flow of university teachers requires universities to strengthen their own construction of organization and management. First of all, for the universities with teachers flowing out, they should properly innovate the management mechanism and adopt the way of "flexible management", which not only supports the outflow teachers to serve as part-time teachers in the university, but also actively carry out project cooperation with the universities with teachers flowing in. Secondly, for the universities where teachers flow in, they should also improve the management mode, help the inflow teachers better integrate into the university system, and realize the optimal allocation of resources to help them give better play to their own effectiveness.

### **5.3 Improve the construction of external environment**

For university teachers, the law gives them the right to choose universities. However, for the unreasonable flow of teachers, the law has no corresponding measures to help universities stop the occurrence of this behavior. The government should provide legal and regulatory basis for the governance of the unreasonable flow of university teachers, appropriately give vulnerable universities certain rights to help them retain high-quality talents. At the same time, for advantageous universities, legislation should be adopted to restrict their blindly absorbing talents through resource advantages, resulting in the unreasonable flow of university teachers.

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