



## RESEARCH ARTICLE

## Analysis and Guidance Strategy of Flow Intention College Teachers

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ARTICLE INFO	ABSTRACT
Received: Oct 28, 2024	<p>The objectives of this research were 1)To explore the components of flow intention college teachers 2)To develop managerial guidelines to flow intention college teachers 3)To evaluate the adaptability and feasibility of the managerial guidelines to strategy of flow intention college teachers. The sample group of this research were instructors, totaling 320, and administrators, totaling 80 with a stratified sampling technique. They were selected by systematic random sampling and sample random sampling. The interview group was 9 key informants (Vice Dean of teaching, department heads of institutions) from different outstanding to flow intention college teachers, the qualification with more than 5 years' experience under Sichuan Province. The experts for evaluated the adaptability and feasibility of guideline for flowing intention college teachers, totaling 5 people. The research instruments were document analysis, questionnaire, structured interview and evaluation form. The statistic to analyze the data were percentage, average value and standard deviation. The results were found that the current situation of flow intention college teachers in five aspects was at high level. Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was Planning of the teacher's career development path, followed by Creating a working environment and an atmosphere, and the improvement of the compensation and welfare system was the lowest level. The guidelines of flow intention college teachers in five aspects, which contain 26 measures. There are 5 measures for planning of the teacher's career development path, 6 measures for creating a working environment and an atmosphere, 5 measures for the improvement of the compensation and welfare system, and 6 measures for personalized training and development program, 4 measures for personalized training and development program. The results about evaluation of the adaptability and feasibility of guidelines for flowing intention college teachers are adaptability and feasibility was at highest level.</p>
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### INTRODUCTION

With the rapid development of higher education in China, the construction and management of university teachers have become one of the priorities in the education field. Teachers are the core resources for the development of colleges and universities (Chen Xiaoming & Li Wenbo, 2019). Their flow situation not only directly affects the teaching quality and scientific research level, but also is related to the talent training and social service function of schools (Zhang Li & Wang Tao, 2020). In recent years, the mobility of teachers in universities has become increasingly prominent (Huang Yong & Chen Xiao, 2023). How to effectively analyze teachers' mobility intention and adopt

corresponding guiding strategies has become a major challenge for the management of universities(Liu Wei&Chen Ming. 2018).

Teacher mobility includes voluntary mobility (e. g. seeking better career development opportunities) and involuntary mobility (e. g. school consolidation, layoffs, etc.)(Li Hua&Zhou Yang.2021). There are various reasons for mobility, mainly including personal career development needs, salary and welfare benefits, working environment, academic atmosphere, family factors and so on(Zhao Jing& Yang Fan. 2022). Reasonable flow of teachers can promote the exchange of talents and the optimization of resource allocation, but excessive or unreasonable flow may lead to brain drain and affect the stability and development of the school(Wang Hong& Zhang Qiang. 2017).

Therefore, it is of great significance to deeply analyze the flow intention of university teachers and understand the influencing factors behind them to formulate effective guidance strategies.

## **LITERATURE REVIEW**

### **Planning of the teacher's career development path**

Chen Xiangming. (2015). pointed out that the use of various training opportunities inside and outside the school to quickly improve their teaching ability and professional quality. Find an experienced old teacher as their own mentor, through observation and learning, accelerate the growth. Establish a good relationship with colleagues, exchange ideas, and jointly solve the problems encountered in teaching.

Liu Lianghua. (2016).pointed out that by reading professional books and attending academic conferences, I can constantly deepen my academic knowledge. Try different teaching strategies and techniques to improve the teaching effect. Actively participate in the school's teaching and research activities, improve their own scientific research ability. Combined with their own teaching practice, to carry out educational scientific research projects, published academic papers.

Li Zhenxi. (2017). Point out the role of mentor to help young teachers grow. Actively participate in the discussion and formulation of education policies, and make suggestions for education reform. Improve my management ability and leadership through learning and practice.

Wang Xiaochun. (2018).pointed out that in the management position, formulate and implement effective education management measures to promote the development of the school. I share my educational experience and research results by writing educational monographs and publishing articles.

Zhong Qiquan. (2019). pointed out that national and local governments should increase their investment in teacher training and development and provide more training opportunities and resources. Schools should provide a good working environment and development platform for teachers, and encourage and support teachers to participate in all kinds of training and further study. All sectors of society should pay attention to and support the development of teachers, and create more opportunities for teachers to communicate and cooperate.

### **Create a working environment and an atmosphere**

Webster, F. (2016). pointed out that good communication is the foundation for building a healthy working environment. Management should encourage open communication between employees, whether at formal meetings or informal gatherings. In addition, the leadership should have regular one-to-one talks with employees to understand their ideas and needs and solve problems in a timely manner.

Allen, T. D., & Ramrez, R. J. (2017).pointed out that companies should invest in their career development to help employees continuously improve their personal skills by providing training

courses, seminars and online learning resources. This will not only improve employees' ability to work, but also enhance their loyalty to the company.

Chen Xiangming,&Li Wenbo.(2018).pointed out that a diverse and inclusive work environment can attract people from different backgrounds, bringing in a wider range of perspectives and ideas. Companies should develop clear equal opportunity policies to ensure that all employees can work in a fair environment, regardless of gender, age, race, and other factors.

Zhao Haitao, & Zhang Xiaoming. (2019). pointed out that the physical and mental health of employees directly affects work efficiency and teamwork. Companies can support the physical health of employees by providing benefits such as gym membership and mental health counseling, and organizing group activities and social gatherings can help reduce work stress and enhance friendship among colleagues. With the popularity of remote work, more and more enterprises are beginning to implement flexible working hours or locations. This approach can not only improve employees' job satisfaction, but also attract more talents who pursue work and life balance.

### **The improvement of the compensation and welfare system**

Zhao Yuping. (2017).pointed out that salary is not only the embodiment of employees 'work value, but also an important means to motivate employees' enthusiasm. A reasonable and fair compensation system can effectively stimulate the enthusiasm of employees and promote the consistency of individual and organizational goals. However, in practice, many enterprises face many challenges when formulating compensation policies.

Li Jianmin,&Liu Wei.(2018).pointed out regular market research to ensure that compensation levels keep pace with or lead the industry. Build a performance-based compensation structure to encourage employees to improve work efficiency and quality through efforts. Considering the particularity of different positions and levels, differentiated compensation plans are set up to meet the needs of various talents.

Zhang Ming. (2019). pointed out that good welfare plans can not only enhance the sense of belonging of employees to the enterprise, but also effectively reduce the staff turnover rate. The welfare items provided should be close to the actual needs of the employees, such as health insurance, children's education support, etc. Allow employees to choose suitable welfare combination according to their own situation to improve satisfaction. Combining with the characteristics of corporate culture, we introduce creative welfare measures, such as team building activities, remote work opportunities, etc.

### **Personalized training and development program**

Buckingham,M.,& Clifton,D. O. (2001).pointed out that personalized training can be customized according to the needs of different employees, to help employees to master the required skills in a short time, so as to improve the work efficiency of the whole team. Through the personalized learning path, employees can explore their own areas of interest, stimulate new ideas and ideas, and bring innovation impetus to the enterprise.

Googer.R. (2021) pointed out that to understand the career development goals and personal interests of employees, collect information through questionnaire survey, interview and other ways, and determine the specific content and form of training.

Gallup.U.(2018). pointed out that online courses, offline seminars, practical operations and other forms to meet employees with different learning styles. Establish a regular evaluation mechanism, collect student feedback, timely adjust the training content and methods, to ensure the training effect.

### **Personalized training and development program**

Armstrong, M. (2017). pointed out that employees can increase their investment and satisfaction by meeting their personal growth needs. Targeted to improve the professional ability of employees in key positions, and enhance the overall execution efficiency of the team. Provide employees with a clear career development path, reduce the loss of outstanding talents. Quickly respond to changes in the external environment and develop new skills needed by flexibly adjusting the training content.

Goldstein, I. L., & Ford, J. K. (2018). pointed out that employees' learning needs and personal development goals should be collected through questionnaires and interviews. Based on the results of the needs analysis, identify the specific learning objectives for each participant. Integrate internal and external resources, such as online courses, seminars, and mentor guidance, to ensure that each employee has access to the best learning materials for them. Regularly check the training results, including knowledge mastery, skill application, and the impact on work performance, and make necessary adjustments accordingly.

Noe, R. A. (2017). pointed out that although personalized training and development plan have many advantages, it will also encounter some difficulties in the actual operation process, such as cost control and unequal resource distribution. Plan the budget reasonably and give priority to supporting the training programs for high potential employees or core positions. Establish an internal tutor system: encourage experienced old employees to serve as the instructors of new employees, which not only saves the cost of hiring external experts, but also promotes knowledge inheritance. With the help of big data analysis tools, we can accurately identify employees' learning preferences, recommend relevant courses, and improve the pertinence and efficiency of training.

### **Purposes**

To explore the components of flowing intention college teachers.

To develop managerial guidelines to flow intention college teachers.

To evaluate the adaptability and feasibility of the managerial guidelines to strategy of flow intention college teachers.

### **Research Process**

Determining the variables of strategy of flowing intention college teachers.

Exploring the component of flowing intention college teachers.

Developing managerial guidelines to flow intention college teachers.

Evaluating the managerial guidelines to flow intention college teachers.

### **Population and Sample**

Population consisted of 1340 who were instructors and 160 who were administrators of flowing intention college teachers. The sample group of this research were instructors, totaling 320, and administrators, totaling 80 with a stratified sampling technique. Key informants consisted of 9 key informant for developing managerial guidelines to flow intention college teachers. Key informants were 5 experts for evaluating the managerial guidelines to flow intention college teachers.

### **Instruments**

Step 1: Semi-structured interview form

Step 2: Five-point rating scale questionnaire

Step 3: Focus Group Discussion form

Step 4: Evaluate form

## Data analysis

Phase1:The collected data was analyzed by content analysis.

Phase2:The data of demographic variables were analyzed by descriptive statistics; frequency, and percentage.The variables of flow intention college teachers were analyzed by descriptive statistics; mean( $\bar{X}$ ), Standard Deviation (S.D.). The components of effectiveness for flow intention college teachers were analyzed to reduce irrelevant variables.

**Table 4.1: Number of people and percentage of respondents**

Personal Information		Frequency	Percentage
Gender	Male	216	72
	Female	84	28
	Total	300	100
Education background	Bachelor's degree	110	36.7
	Master's degree	120	40
	Doctor's degree	70	23.3
	Total	300	100

According to Table 4.1, showed that the majority respondents were 216 males, accounting for 72%,and 84 females, accounting for 28%. The education background of respondents was mainly master's degree for 120 people, accounting for 40%,followed by bachelor's degree, and doctor's degree was the lowest level for 70 people, accounting for 23.3%.

**Table 4.2: The average value and standard deviation of the current situation of flow intention college teachers in five aspects.**

Flow intention college teachers	$\bar{X}$	S.D.	Level	Rank
Planning of the teacher's career development path	4.20	0.81	high	3
Create a working environment and an atmosphere	4.15	0.80	high	5
The improvement of the compensation and welfare system	4.55	0.75	high	1
Personalized training and development program	4.17	0.73	high	4
Personalized training and development program	4.45	0.78	high	2
Total	4.30	0.774	high	

According to table 4.2, found that the current situation of flowing intention college teachers in five aspects was at high level (  $X = 4.30$ ). Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was The improvement of the compensation and welfare system (  $X = 4.55$ ), followed by Personalized training and development program (  $X = 4.45$ ), and Create a working environment and an atmosphere was the lowest level (  $X = 4.15$ ).

**Table 4.3: The average value and standard deviation of the current situation of Planning of the teacher's career development path of flowing intention college teachers**

Planning of the teacher's career development path	$\bar{X}$	S.D.	Level	Rank
Continuous professional learning and training	4.35	0.65	high	3
Establish a mentor system	4.30	0.68	high	4

Implement the performance evaluation and the incentive mechanism	4.38	0.67	high	2
Encourage participation in scientific research projects	4.39	0.70	high	1
Strengthen mental health education	4.26	0.73	high	5
Total	4.34	0.69	high	

According to table 4.3, found that the current situation of the current situation of planning of the teacher's career development path of flowing intention college teachers was at high level (  $X = 4.34$ ). Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was encourage participation in scientific research projects (  $X = 4.39$ ), followed by Implement the performance evaluation and the incentive mechanism(  $X = 4.38$ ), and Strengthen mental health education was the lowest level (  $X = 4.26$ ).

**Table 4.4: The average value and standard deviation of the current situation of creating a working environment and an atmosphere of flowing intention college teachers**

Creating a working environment and an atmosphere	$\bar{X}$	S.D.	Level	Rank
Create a culture of open communication	4.35	0.78	high	3
Provide a comfortable working space	4.45	0.76	high	2
Strengthen team-building activities	4.50	0.81	high	1
Implement a flexible working system	4.25	0.75	high	5
Pay attention to personal growth and development	4.22	0.74	high	6
Create an inclusive and diverse culture	4.33	0.80	high	4
Total	4.35	0.77	high	

According to table 4.4, found that the current situation of flowing intention college teachers in creating a working environment and an atmosphere was at high level (  $X = 4.35$ ). Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was strengthen team-building activities(  $X = 4.50$ ), followed by Provide a comfortable working space (  $X = 4.45$ ), and pay attention to personal growth and development was the lowest level (  $X = 4.22$ )

**Table 4.5: The average value and standard deviation of the current situation of the improvement of the compensation and welfare system of flowing intention college teachers in Planning of the teacher's career development path**

The improvement of the compensation and welfare system	$\bar{X}$	S.D.	Level	Rank
Establish a fair and reasonable compensation system	4.29	0.65	high	5
Implement a performance reward mechanism	4.35	0.61	high	4
Provide comprehensive welfare protection	4.40	0.64	high	3
Focus on employee career development	4.49	0.69	high	2
Strengthen the construction of corporate culture	4.53	0.70	high	1
Total	4.41	0.658	high	

According to table 4.5, found that the current situation of flow intention college teachers in planning of the teacher's career development path was at high level (  $X = 4.31$ ). Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was the role of educational funds in education management (  $X = 4.43$ ), followed by the focus on employee career development (  $X = 4.49$ ).

**Table 4.6 The average value and standard deviation of the current situation of personalized training and development program of flowing intention college teachers**

Personalized training and development program	$\bar{X}$	S.D.	Level	Rank
Career development path planning	4.42	0.61	high	4
Skills assessment and feedback	4.49	0.65	high	3
Customizing online learning resources	4.30	0.69	high	5
Mentor system	4.28	0.70	high	6
Practice opportunity	4.53	0.73	high	2
Excitation mechanism	4.58	0.68	high	1
Total	4.43	0.67	high	

According to table 4.6, found that the current situation of flowing intention college teachers in Personalized training and development program was at high level ( $X = 4.43$ ). Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was excitation mechanism ( $X = 4.58$ ), followed by practice opportunity( $X = 4.53$ ), and mentor system was the lowest level ( $X = 4.28$ ).

**Table 4.7 The average value and standard deviation of the current situation of personalized training and development program of flowing intention college teachers.**

Personalized training and development program	$\bar{X}$	S.D.	Level	Rank
Clear communication goals	4.43	0.52	high	4
Choose the right communication channel	4.48	0.55	high	3
Establish an open communication environment	4.55	0.60	high	1
Improve communication skills	4.49	0.58	high	2
Total	4.48	0.56	high	

According to table 4.7, found that the current situation of flowing intention college teachers in personalized training and development program was at high level ( $X = 4.48$ ). Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was establish an open communication environment ( $X = 4.55$ ), followed by Improve communication skills( $X = 4.49$ ), and Clear communication goals was the lowest level ( $X = 4.43$ ).

Phase3:The data from Focus Group Discussion was analyzed by Content Analysis.

Phase4:The evaluation of the adaptability and feasibility of guidelines for Evaluating the managerial guidelines to flow intention college teachers was analyzed by average value and standard deviation.

## CONCLUSION AND DISCUSSION

The research in the guidelines of flow intention college teachers The researcher summarizes the conclusion into 3 parts, details as follows:

Part 1: the current situation of flow intention college teachers

Part 2: the guidelines for flow intention college teachers

Part 3: the adaptability and feasibility of guidelines for flow intention college teachers

### Part 1: the current situation of the current situation of flow intention college teachers

Considering the results of this research aspects ranged from the highest to lowest level were as follow: the highest level was The improvement of the compensation and welfare system, followed by Personalized training and development program, and Create a working environment and an atmosphere was the lowest level. Considering the results of this research aspects ranged from the

highest to lowest level were as follow: the highest level was encourage participation in scientific research projects, followed by Implement the performance evaluation and the incentive mechanism, and Strengthen mental health education was the lowest level. the highest level was strengthen team-building activities, followed by providing a comfortable working space, and pay attention to personal growth and development was the lowest level. The highest level was the role of educational funds in education management, followed by the focus on employee career development. The highest level was excitation mechanism, followed by practice opportunity, and mentor system was the lowest level. the highest level was establish an open communication environment, followed by Improve communication skills, and Clear communication goals was the lowest level.

## **Part 2: The guideline of flowing intention college teachers**

The guidelines of flow intention college teachers in five aspects, which contain 26 measures. There are 5 measures for planning of the teacher's career development path, 6 measures for Creating a working environment and an atmosphere, 5 measures for the improvement of the compensation and welfare system, and 6 measures for personalized training and development program, 4 measures for personalized training and development program.

### **Planning of the teacher's career development path consisted of 5 measures:**

Continuous professional learning and training are an important part of teachers' career development.

The establishment of a mentor system can provide guidance and support for young teachers and accelerate their growth process.

A reasonable performance evaluation system can effectively stimulate teachers' enthusiasm for work.

Scientific research activities are not only an important way for teachers' professional growth, but also a key force to promote education and teaching innovation.

Teachers' mental health status directly affects their work efficiency and personal happiness.

### **Create a working environment and an atmosphere consisted of 6 measures:**

1. Encouraging open communication between employees is the foundation of building a harmonious working environment.

2. A comfortable working environment can significantly improve employee job satisfaction.

3. By organizing a variety of team-building activities, it can effectively enhance the understanding and trust between colleagues.

4. With the popularity of remote work, more and more enterprises begin to try more flexible working modes, such as flexible working hours, telecommuting, etc.

5. The growth and development of employees is crucial to the long-term success of the enterprise.

6. Build an inclusive work environment that accepts employees from different backgrounds and respects their culture and values.

### **The improvement of the compensation and welfare system consisted of 5 measures:**

Enterprises need to establish a compensation system that meets both industry standards and has internal fairness.

Performance reward is one of the important means to motivate employees' enthusiasm.

In addition to the basic salary, companies should also provide various forms of welfare benefits, including, but not limited to, health insurance, pension plans, paid leave, and so on.



In the long term, focusing on and supporting employee career growth is critical to keeping the organization alive.

A good corporate culture can unite people and stimulate team spirit.

**Personalized training and development program consisted of 6 measures:**

Customize the career development path for each employee, and define the short-term and long-term goals.

2. Regularly assess employee skills to identify individual strengths and room for improvement.
3. Use the online education platform to provide employees with flexible and diverse learning resources.
4. Implement a mentoring system to match experienced mentors for new employees or looking to deepen understanding in specific areas.
5. Employees are encouraged to participate in cross-department projects or temporary task groups as an opportunity for hands-on learning.
6. Establish a fair and reasonable incentive mechanism to recognize those employees who have actively participated in the training and made significant progress.

**Personalized training and development program consisted of 4 measures:**

It is very important to clarify the purpose of the communication and the expected outcome before any communication begins.

Different communication content and objects need to adopt different communication methods

A supportive communication atmosphere encourages people to express their ideas and feelings freely, which is crucial to building teamwork.

Effective communication is not just talking, but also listening.

**Part 3: the adaptability and feasibility of guidelines to flow intention college teachers**

The adaptability and feasibility of guidelines to flow intention college teachers in five aspects were at highest level with the values between 4.00 and 5.00, which means the guidelines to flow intention college teachers are adaptability and feasibility.

**DISCUSSION**

The planning of the teacher career development path is a systematic project, which requires the joint efforts of the educational administrative departments, schools and individuals. Through scientific and reasonable path design, it can not only improve the professional level of teachers, but also enhance their professional happiness, and finally realize the sustainable development of education. This is associated with Chen Li. (2021) 's theory.

The working environment includes both the physical environment and the psychological environment. Physical environment refers to the objective conditions such as the layout, light and temperature of the office; and the psychological environment involves the communication mode, management style and interpersonal relationship in the work. Research has shown that appropriate physical environment can improve the physical health and work efficiency of employees, while positive psychological environment can enhance employees' job satisfaction and sense of belonging, which is consistent with the theory of Eisenberger et al., (1986). Working atmosphere refers to an intangible cultural atmosphere within the organization, which is composed of employees' attitudes, behavior patterns and relationships between each other. A positive working atmosphere can promote teamwork, reduce conflict, and stimulate employee motivation and creativity. On the

contrary, the negative working atmosphere may lead to low morale and high turnover, which seriously affect the long-term development of the enterprise. This is consistent with the theory of Kotter & Heskett (1992).

Reasonable and competitive compensation and benefits can attract excellent talents from both inside and outside the industry. Good welfare treatment can enhance the sense of belonging of employees to the enterprise and reduce the employee turnover rate. Through the performance appraisal and reward mechanism, stimulate the work enthusiasm and innovative spirit of employees. Fair and transparent compensation and benefits policies can help to build a positive corporate culture. This is related to Wang Xiaodong. (2019)'s theory.

Personalized training can better meet the learning needs of employees and improve their job satisfaction and happiness. By improving the skills and knowledge level of their employees, enterprises can better adapt to the market changes and maintain their competitive advantage. Personalized training and development programs help build long-term relationships between employees and businesses and reduce brain turnover. The knowledge and skills acquired by employees in personalized training can be quickly applied to practical work to improve the overall performance of the team. This is consistent with the theory of Beatty, R. W., & Lee, J. (2017).

Effective communication can ensure information sharing among team members, reduce misunderstandings and conflicts, and thus improve work efficiency. Through open and transparent communication, organizations can gather multiple opinions faster and make more informed decisions. When employees feel their opinions are being heard, they are often more satisfied and engaged, which is very important to maintain a high performance team. Any communication activity should have a clear purpose, whether it is message transmission, problem solving, or motivating employees. Different communication content may require different channels, such as face-to-face meetings, email, or instant messaging, etc. Encourage employees to express their opinions and suggestions freely, and establish a fear-free environment, so that everyone can participate in the communication. Timely feedback can help correct misunderstandings, ensure that information is delivered accurately, and promote individual and team growth. This is consistent with Mehrabian, A. (1971)'s theory.

### **Recommendations**

With the continuous development of education, the construction of university teachers has become one of the key factors to promote the improvement of the quality of higher education. As the core resources of colleges and universities, the mobility of teachers has an important impact on the teaching quality, scientific research level and even the long-term development of the university. Therefore, it is of great significance to deeply analyze the intention of teachers' flow and put forward effective suggestions to stabilize and optimize the teaching team.

Improve the career development system.

Establish a fair and transparent professional title evaluation mechanism, provide diversified training and development opportunities, and help teachers realize their personal career planning.

Improve the working environment

Create a positive campus culture, strengthen team building, and improve teachers' job satisfaction and sense of belonging. Optimize the salary and welfare policies: reasonably adjust the salary standard of teachers according to the market situation and the actual situation of the school, meanwhile, and increase non-monetary incentives, such as housing subsidies and children's education support, etc.

Pay attention to teachers' mental health.

Regular mental health education and counseling services are provided to help teachers relieve work pressure and maintain a good psychological state.

Strengthen home-school cooperation.

By organizing family day activities and setting up employment guidance centers for teachers' family members, the practical difficulties of teachers' family life are solved.

Build a multi-dimensional communication platform.

Encourage and support teachers to participate in academic exchanges at home and abroad, broaden their horizons, and enhance their professional identity.

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