The Reduce Administrative Staff Brain Drain Strategies of Guizhou Vocational College of Industry and Commerce, Guizhou, China

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Abstract

This study explores the brain drain phenomenon among administrative staff at Guizhou Vocational College of Industry and Commerce, aiming to identify its root causes and propose effective retention strategies. Grounded in the Two-Factor Theory, Maslow's Hierarchy of Needs, and Human Resource Strategic Management Theory, the research employs a quantitative approach to assess the current situation, key influencing factors, and potential solutions.

Findings reveal that overall job satisfaction among administrative staff is low, with major contributing factors including inadequate salaries, unfair performance evaluations, poor office conditions, and ineffective communication of policy updates. Based on data analysis, the study recommends increasing salaries and enhancing the fairness and transparency of performance evaluation standards to improve staff retention and organizational stability.

Keywords: Guizhou Vocational College of Industry & Commerce;
Administrative Staff; Brain Drain; Strategies

Introduction

China's higher education system has witnessed rapid development in recent years, with universities expanding in both scale and enrollment across various disciplines (Gu, and Wang,2018) This expansion has led to increased competition among institutions, necessitating not only high-quality faculty and advanced teaching facilities but also a well-structured administrative team capable of

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supporting modern university operations. As key facilitators of institutional governance, administrative staff play a crucial role in managing academic resources, ensuring policy implementation, and maintaining the overall efficiency of higher education institutions (Wang, 2019). However, despite their significance, administrative staff retention has become a growing concern for many universities, including Guizhou Vocational College of Industry and Commerce.

The issue of administrative staff turnover has emerged as a major challenge, affecting institutional stability and long-term development (Nzimande, 2023). High turnover rates lead to disruptions in workflow, increased recruitment and training costs, and a loss of experienced personnel. Moreover, frequent staff departures negatively impact employee morale, reducing overall productivity and organizational commitment. Studies have shown that dissatisfaction with salaries, unclear performance evaluation criteria, and inadequate working conditions are key factors contributing to turnover in higher education institutions (Theron, 2014). If not properly addressed, these challenges can weaken the administrative structure, ultimately hindering the institution's ability to meet educational goals effectively.

Guizhou Vocational College of Industry and Commerce, like many other vocational institutions, faces unique challenges in retaining administrative staff. The combination of limited career advancement opportunities, rigid evaluation standards, and inadequate support systems has resulted in increased staff dissatisfaction and attrition. Addressing these challenges requires a comprehensive approach that integrates competitive compensation, transparent performance assessment systems, and improved working environments. Previous research, such as Herzberg's Two-Factor Theory, highlights the importance of both hygiene factors (such as salary and working conditions) and motivators (such as recognition and career growth) in employee retention (Ojakaa, 2014 and Tian, 2006) Applying these principles within Guizhou Vocational College of Industry and Commerce can provide a framework for sustainable human resource management.

This study aims to examine the causes of administrative staff turnover at Guizhou Vocational College of Industry and Commerce and propose effective strategies to mitigate this issue. Through an in-depth analysis of turnover patterns, influencing factors, and potential solutions, the research will provide valuable insights into how higher education institutions can foster a stable and committed workforce. Furthermore, the findings of this study can serve as a reference for other

vocational colleges facing similar challenges, contributing to broader discussions on human resource management in China's higher education sector.

By exploring administrative staff retention through both theoretical and practical lenses, this research will not only support institutional development at Guizhou Vocational College of Industry and Commerce but also offer strategic recommendations for enhancing workforce stability in comparable educational settings. Addressing staff turnover is essential for ensuring the long-term sustainability of vocational colleges, and this study seeks to provide actionable solutions that can benefit both employees and institutions alike.

Research Objectives

1. To understand the current circumstances causing the brain drain phenomenon among the administrative staff of Guizhou Vocational College of Industry & Commerce.

2. To analyze the main factors leading to the brain drain of administrative staff at Guizhou Vocational College of Industry & Commerce.

3. To suggest a strategies that Guizhou Vocational College of Industry & Commerce reduces the brain drain administrative staff.

Research Methodology

This study employs a quantitative research approach to systematically assess the current state of administrative staff turnover at Guizhou Vocational College of Industry and Commerce, identify influencing factors, and propose effective retention strategies.

1. Population and Sample

The target population consists of administrative personnel at Guizhou Vocational College of Industry and Commerce. Using the Taro Yamane formula, the required sample size was determined to be 133 respondents, ensuring a representative analysis. To enhance reliability, 150 questionnaires were distributed to account for potential non-responses.

2. Research Instruments

The primary research instrument was a structured questionnaire, developed on the Wenjuanxing platform and distributed via email, WeChat, and QQ. The

questionnaire was designed using a five-point Likert scale, ranging from strongly agree (5 points) to strongly disagree (1 point), allowing for nuanced insights into respondents' perceptions of turnover factors.

3. Data Collection

Data was collected through online survey distribution, ensuring accessibility and efficiency. Participants were randomly selected from the administrative staff, with responses gathered electronically to facilitate real-time data management and minimize errors.

4. Data Analysis

The collected data was analyzed using SPSS software to ensure statistical accuracy. Descriptive statistics, including median, mode, and mean values, were employed to summarize key trends. To assess the reliability of the questionnaire, Cronbach's alpha coefficient was used to measure internal consistency. Additionally, factor analysis through KMO values was conducted to examine the relationships between variables, ensuring the validity and robustness of the findings. By applying these rigorous research methods, the study provides a scientific and data-driven foundation for understanding and addressing administrative staff turnover at Guizhou Vocational College of Industry and Commerce.

Results

The researchers first validated the reliability analysis of the data collection, and the results are shown in Table 1

Cronbach's Alpha	N of Items
.974	74

Table 1 Reliability Statistics

This study used Cronbach's alpha coefficient to evaluate the internal consistency reliability of the scale. The results showed that the Cronbach's alpha value of the scale was 0.974, indicating that the scale has extremely high reliability and stability. The scale contains 74 items, and a high alpha value indicates strong correlation between items, which can effectively reflect the internal structure of the research variables and provide a reliable basis for subsequent analysis.

Secondly, the validity analysis of the data collection was validated, and the results are shown in Table 2

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.462
Bartlett's Test of Sphericity	Approx. Chi-Square	5497.741
	df	2628
	Sig.	.000

Table 2 KMO and Bartlett's Test

Bartlett's test of sphericity shows a chi-square value of 5497.741, degrees of freedom of 2628, and a significance level of 0.000, indicating significant sphericity and suitability for factor analysis. Although the KMO value is low, the Bartlett test supports the analysis. Therefore, careful selection and interpretation of variables are needed to ensure reasonable and valid results.

Survey questionnaire questions	Mean	MEDIAN	MODE	S.D.
1. Are you satisfied with your current salary?	2.947	3	2	1.505
2. Do you often receive the latest policies and regulations from the school?	2.753	2	2	1.227
3. Are you very satisfied with the dormitory conditions provided by the school, such as comfort, facilities, cleanliness, safety, etc?	2.907	3	2	1.196
4. Do you think the performance evaluation standards set by the school are very fair and reasonable?	2.767	2	2	1.154
5. Do you think the school's holiday and rest schedule is very reasonable?	2.780	2	2	1.247
6. Do you think dissatisfaction with salary is the main reason for the turnover of management personnel?	3.360	4	5	1.444
7. Do you think that delayed information transmission (such as policy and system updates) is the main reason for the turnover of management personnel?	3.187	3	4	1.189
8. Do you think poor office space and equipment conditions are the main reasons for the turnover of management personnel?	3.187	3	4	1.178

Survey questionnaire questions	Mean	MEDIAN	MODE	S.D.
9. Do you think poor dormitory conditions (such as comfort, facilities, cleanliness, etc.) are the main reasons for the turnover of management personnel?	3.160	3	4	1.188
10. Do you think that unreasonable performance evaluation standards are the main reason for the turnover of management personnel?	3.073	3	4	1.153
11. Do you think improving the fairness and reasonableness of performance evaluation standards can reduce the turnover of management personnel?	3.167	3	4	1.212
12. Do you think increasing salaries can reduce the turnover of management personnel?	3.153	3	4	1.216
13. Do you think increasing salary and benefits can reduce the turnover of management personnel?	3.153	3	4	1.174
14. Do you think providing more holidays or flexible rest time can reduce the turnover of management personnel?	3.133	3	4	1.180
15. Do you think improving the timeliness of information dissemination (such as ensuring that policies and important information are quickly conveyed) can effectively reduce the turnover of management personnel?	3.187	3	4	1.132
16. Do you think improving dormitory conditions (such as enhancing comfort and facilities) can effectively reduce the turnover of management personnel?	3.167	3	4	1.050

Table 3 Descriptive statistics

Table 3 shows that the satisfaction of administrative staff at Guizhou Vocational College of Commerce with the current situation is relatively low. The key issues include dissatisfaction with salary, vacation arrangements, performance evaluation, policy communication, and dormitory conditions.

The main factors leading to the turnover of administrative personnel are low salaries, poor information flow, unfair performance evaluation, poor office conditions, and poor dormitory quality.

To address this issue, schools should increase salaries, strengthen fairness in performance evaluation, improve holiday policies, and ensure better office and dormitory conditions. Strengthening information transmission can further reduce administrative staff turnover and improve management efficiency.

Discussion

Reducing administrative staff turnover at Guizhou Vocational College of Industry and Commerce requires a strategic approach that enhances job satisfaction and organizational stability. This study highlights several key measures, including salary adjustments, performance evaluation improvements, better office conditions, flexible rest arrangements, and timely policy communication all of which contribute to increased efficiency and staff loyalty. The findings reveal that dissatisfaction with salaries is the primary driver of staff turnover, with 54.67% of respondents citing it as a major concern. This aligns with Diener's (2000) research on Maslow's Hierarchy of Needs, which emphasizes that meeting basic financial and psychological needs enhances subjective well-being. When employees feel financially secure, they are more likely to experience job satisfaction and remain committed to their roles.

Another significant factor affecting turnover is the perceived fairness of performance evaluations. Nearly half (48%) of respondents felt that unclear or inconsistent assessment standards undermined motivation and job recognition. Boxall and Purcell's (2007) strategic human resource management theory supports this finding, indicating that aligning performance evaluations with organizational goals strengthens employee engagement and overall institutional performance. Ensuring a transparent and well-structured evaluation system can foster trust, motivation, and long-term career development among staff. Additionally, this study confirms the impact of workplace and living conditions on employee retention. Inadequate dormitory facilities, cited by 48% of respondents, negatively affected quality of life and work stability. This finding supports Tian Zijun's (2006) application of Herzberg's Two-Factor Theory, which suggests that improving hygiene factors—such as better living environments—can enhance employees' sense of belonging and reduce turnover. Beyond financial incentives, institutions must cultivate a workplace culture that fosters achievement, psychological security, and professional growth.

In conclusion, addressing salary concerns, refining performance evaluations, and improving living conditions are critical to reducing administrative staff turnover. By integrating these factors into human resource management strategies, Guizhou Vocational College of Industry and Commerce can build a more stable and motivated workforce, ultimately enhancing institutional performance and staff well-being.

New Knowledge

The management of administrative staff retention at Guizhou Vocational College of Industry and Commerce highlights the critical role of knowledge assets in optimizing human resource strategies. This study provides valuable insights for other vocational colleges facing similar challenges, offering a structured approach to reducing staff turnover through improved policies, management systems, and employee engagement initiatives.
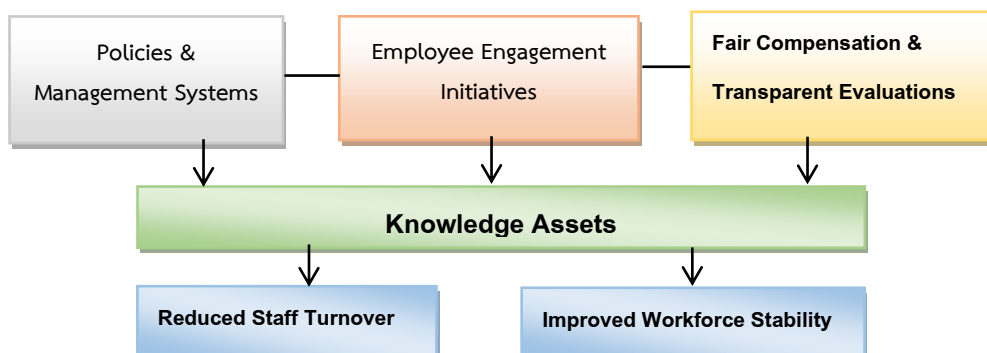

Figure 1 New knowledge

In conclusion, this study contributes to the growing body of knowledge on administrative staff retention by providing empirical evidence on the factors influencing turnover and effective retention strategies. It highlights the importance of fair compensation, transparent performance evaluations, and improved working conditions in maintaining a stable workforce. Future research could explore additional human resource strategies and their applications in different educational institutions to further enhance administrative management and employee satisfaction.

Conclusion and Suggestion

The study reveals that administrative staff at Guizhou Vocational College of Industry and Commerce experience low overall job satisfaction. The primary factors contributing to this dissatisfaction include insufficient salaries, perceived unfairness in performance evaluations, poor office conditions, and ineffective communication of policy updates. Data analysis indicates that salary dissatisfaction is the most significant issue, directly impacting employee motivation and retention. Additionally, unclear and inconsistent performance evaluations undermine staff morale and career development. Workplace conditions, such as inadequate office facilities and outdated dormitories, further contribute to employee dissatisfaction. To address these challenges, the study recommends increasing salaries, implementing a more transparent and equitable performance evaluation system, and improving office and living conditions. Strengthening internal communication regarding policy updates is also essential to enhancing staff engagement and organizational stability.

Therefore, the researcher provides recommendations derived from the study, including practical recommendations and suggestions for future research.

1. Suggestions for Future Research

Future research could expand to include other higher vocational colleges or universities in different regions, conducting comparative analyses across regions and types of institutions. This would provide a more comprehensive understanding of the general and specific aspects of administrative staff turnover, enabling the development of more universally applicable and targeted solutions.

2. Suggestions for Higher Education Institutions

Schools can regularly evaluate and adjust their salary structure to ensure their competitiveness in the market. At the same time, they can establish a dynamic adjustment mechanism to adjust salaries in a timely manner based on employees' job performance, job contributions, and changes in price levels, in order to enhance their sense of belonging and work enthusiasm.

Schools should establish a scientific and transparent performance evaluation mechanism, clarify evaluation standards and assessment indicators, ensure objective and fair assessment results, and combine performance evaluation

with salary, promotion, and rewards to motivate employees to actively improve their work performance.

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