

FACULTY RETENTION AT PRIVATE COLLEGES IN CHINA

HUAXUAN WU

USCRossier

PURPOSE

The purpose of this project is to conduct a gap analysis to examine the knowledge, motivation, and organizational influences that facilitate Huaguang Vocational College's performance goal to improving faculty recruitment and retention.

RESEARCH QUESTIONS

1. What is faculty members' knowledge and motivation related to staying in post and contributing to the college's performance goal by December 2024?
2. What is the interaction between organizational culture and context and faculty members' knowledge and motivation?
3. What are the recommended knowledge and skills, motivation, and organizational solutions?

CONCEPTUAL FRAMEWORK

Clark and Estes' (2008) gap analysis, which helps clarify organizational goals and identify the gap between the actual performance level and the preferred performance level within an organization, was implemented as the conceptual framework.

METHODOLOGY

- Online survey targeting 160 full-time faculty members at the college
- 12 interviews conducted by two qualified external interviewers

FINDINGS

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| KNOWLEDGE | <ul style="list-style-type: none">• There is no need to educate faculty members on the importance of their stability. |
| MOTIVATION | <ul style="list-style-type: none">• There is a need for the college to enhance long-term commitment, sense of belonging, and public recognition. |
| ORGANIZATION | <ul style="list-style-type: none">• Strong need for the college to nurture a culture of belonging and a culture that supports career development.• Current incentive program needs further improvement. |

RECOMMENDATIONS

1. Cultivate a culture that creates and values a sense of belonging
2. Promote fair and meaningful public recognition
3. Develop and implement competitive incentive programs with performance-related criteria
4. Create a culture of fostering career development of faculty members