THE MODERN OPERATION RULES OF THE TALENT MANAGEMENT SYSTEM IN HIGHER EDUCATION INSTITUTIONS

Abstract: The purpose of this article is to understand the different aspects of talent management and the various strategies of talent management in order to help the construction and development of talent management system in higher education institutions.

Keywords: Human Resource Management, Talent Management System, Higher Education Institutions

Introduction. Ever since McKinsey & Company introduced the term "talent wars" in 1997, practitioners and scholars have shown great interest in talent management. Talent management research exhibits a shift in the traditional HRM mindset associated with resources for competitive advantage and is an important element of strategic HRM adapted to today's dynamic and complex competitive environment (Huselid, Jackson, Schuler, 1997 [1]; Schuler, 1989; Wright McMahon, 1992 [2]). In the context of economic globalization, the competition for talent is more intense. However, efficient talent management can also attract and retain key talent for organizations, improve organizational performance, and gain competitive advantage. In recent years, overseas scholars have accumulated a wealth of research results in the field of talent management, and these research results have important implications and insights for conducting research in related fields.

Based on the existing research results, we can divide the scholars' interpretations of the meaning of talent management into four orientations: The first is the traditional functional orientation, that is, talent management is seen as a function of the human resources department, recruitment, selection, development, and career and succession management. The second is the talent pool orientation, where talent management is seen as a function of developing and reserving employees. The third is talent general orientation, which means that talent management does not consider organizational boundaries and job specificity. The fourth is a strategic orientation, which means that talent management is used as a strategy to gain competitive advantage.

We can build a theoretical structure of talent management, which needs to interpret the talent management perfect function and its strategic positioning. Talent management should identify and determine key positions as its primary task, and then it should develop talent pools, especially high-capacity and high-performing talent pools. Finally, since an organization's HR structure is a product of adapting to the internal and external environment, talent management should also include developing and creating a differentiated and competitive human resource structure [3].

Findings. Characteristics of human resources in higher education institutions:

1) High quality. Higher education institutions are supposed to be the places where highly educated talents are concentrated, and the good academic atmosphere constantly promotes the improvement of talent quality. In the era of industrial economy, the difference in productivity between workers would not be too great, but in the new era, highly qualified talents can often create several times or even dozens of times more value than ordinary workers. The labor force under the old society has a strong homogeneity and can be easily replaced. In the current information society, however, the special talents and expertise possessed by highly qualified personnel often have strong independence and are difficult to be replaced.

2) High professionality. Higher education institutions are different from general organizations in that their human resources generally have a high level of knowledge and strong research capabilities, and a large number of academic and research talents use higher education institutions as a platform to display their talents. Therefore, the human resources of higher education institutions are higher than those of general organizations in terms of education level and structure due to their significant professional characteristics. According to studies, three-quarters of Nobel Prize winners worldwide...
are university professors or teachers, and the accumulation of human resources in the society is mainly achieved by the training of human resources in higher education institutions. In the context of the new era, the competition for talents is becoming increasingly fierce, and many higher education institutions are vigorously promoting the strategy of introducing talents. Excellent teacher resources, especially high-level professionals, have become the core of the future development of higher education institutions with their unique scarcity.

3) **High demandability.** The high quality of talents in higher education institutions determines that they have higher spiritual pursuit, they are more eager to be respected and care more about the realization of self-worth. Completing challenging academic research work will give them a sense of self-satisfaction, which in turn will become a strong and lasting internal driving force for them to forge ahead and strive for excellence.

4) **High mobility.** Driven by social status, economic interests and other factors, talents are always eager for better development opportunities, salary and working environment, so the mobility of talents is the natural result of optimal allocation of human resources, and the talents in higher education institutions cannot be separated from the objective law of talent mobility. The flexibility of professors’ and teachers’ working hours makes it possible for their professional knowledge and skills to be used by multiple organizations at the same time, especially for high-quality talents, which makes the talent resources of higher education institutions appear to be mobile and shared.

Human resource management in higher education institutions cannot stay in the traditional way of paying attention only to the external environment of policies, enrollment and employment and the internal utilization of resources such as teaching equipment and educational funds; it needs to think about the innovation of human resource management from a strategic perspective, especially the development and innovation of modern talent management system. If there is a lack of scientific and reasonable planning of modern human resource management, it may form an unreasonable configuration of human resource structure, which leads to the waste of human resources and also may reduce the motivation and creativity of talents. Therefore, we need to figure out how the modern talent management system works.

1) **Talent allocation rules.** The human resources of higher education institutions are mainly composed of teaching and research, administrative and logistic service personnel. Depending on their own development strategies and the external environment, higher education institutions calculate the demand for human resources and allocate them reasonably according to the actual teaching and research and professional development needs. The talent management of higher education institutions is very different from that of enterprises, and the focus of their talent resource structure optimization often lies in the adjustment of the proportion of teaching and research, administrative and logistic service personnel, and the compression of the proportion of non-teaching and research personnel, and the establishment of various management systems combining teaching and research work, and combining fixed and temporary work according to actual needs to realize the reasonable allocation of talent resources.

2) **Talent motivation rules.** The most important part of talent management in higher education institutions is the motivation of talent. In the incentive system, a reasonable and efficient salary system plays a central and fundamental role. The salary system should fully consider the academic and scientific research level and daily work of the talents, reasonably distribute them on the basis of fairness and openness, and develop a scientific assessment mechanism for work and academic and scientific research results to improve the sense of responsibility and achievement of the talents. In addition, the distribution of bonuses should give priority to those talents who have made outstanding contributions to the development of the college, so that the value of their labor success can be reflected.

3) **Talent pool rules.** Higher education institutions should strengthen the competition for talents to be employed, pay attention to the fairness of the competition mechanism, so that those high-quality talents who can really make contributions can work steadily for a long time and have a clear promotion route; while for those talents who are not capable enough, they can strengthen study and training and make career planning; for non-talented people who are not capable at all, they can be dismissed. To do the combination of reward and punishment, pressure and motivation, to promote the talent pool, improve the mechanism of elimination of the fittest and optimize the teaching team.

4) **Talent mobility rules.** Internal mobility and external mobility are two basic categories of talent resources mobility. The internal flow of talents in higher education institutions can refer to the transfer of talent resources from one department to another, and can also refer to the adjustment of talent resources among various professional disciplines. The former mainly refers to the adjustment of administrative departments, especially the change of staff positions in management positions, and the change of upper-level leaders will also be accompanied by the change of positions of middle-level leaders and grassroots managers, and the rotation of administrative talents within two departments has positive significance for the development of their new thinking and the cultivation of creativity; the latter mainly refers to the teaching and research talents engaged in teaching work between different professional disciplines or The latter is mainly for teaching and research talents to engage in teaching or academic research between different professional disciplines, which has a great effect on the ability of teaching and research talents to improve. The external flow of talent resources often refers to the flow of talents between two colleges, and the loss and replenishment of talents are the problems directly faced by the external flow. Higher education institutions should build a reasonable talent flow mechanism based on the actual situation. For example, they can establish talent exchange stations, allocate the talents needed by their respective colleges, and mutually send the talents needed by each other to work in the other college for a period of time, and then return to the original college after completing the task. Through this cooperative way of talent resource sharing, the academic barriers between colleges can be broken, which can make full use of talent resources and reduce the loss of talents.

**Conclusion.** Higher education institutions are the places where talents are densely packed and the frontiers of teaching, research and management. The construction of talent management in higher education institutions is a
systematic project, which can learn from relatively sound and advanced enterprise human resource management, absorb advanced talent concept and management mode, innovate human resource management system, and promote the development of talent management. Higher education institutions cannot develop without talent management and must adopt new talent concepts and advanced human resource management systems to face the challenges head-on and win in the fierce competition for talent in the new era.

REFERENCES