

Effect Analysis of the Policy Tools of Flexible Introduction of Talents in Zhejiang Province

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Abstract

This paper constructs a two-dimensional analysis framework of the dimension of policy tools and the dimension of flexible talent introduction policy, and uses Nvivo software to code and analyze the specific content of the flexible talent introduction policy text in Zhejiang Province. The results show that Zhejiang province mainly relies on supply-based policy tools to introduce talents flexibly, and uses insufficient environmental and demand-based policies. In the realization of talent goal, the province emphasizes on attracting talents, but pays insufficient attention to the goal of retaining and utilizing talents. In view of the problems existing in the current flexible talent introduction policy, it is proposed to optimize the combination of flexible introduction policy tools, pay attention to the sustainability of flexible introduction supply, and promote the maximization of the value of flexible introduction.

Keywords

Policy Tools, Flexible Introduction, Talent Policy, Eastern Region

1. Introduction

In the 21st century, countries attach great importance to the important role of talent intelligence in science and technology and economic development, and also regard it as an important means to improve their international competitiveness. Talent competition globalization, one of the key factors to seize the opportunity is to adopt a more practical and more effective way of talent introduction. The policy of flexible talent introduction is the key to promoting the scientific and modern management of senior talents in China. Governments at all levels have given strong support to this talent management mode. All kinds of enterprises, institutions and universities also take the flexible introduction of high-level talents as an important way to cope with the competition. To a certain

extent, this flexible employment mechanism alleviates the structural shortage of talents, reduces the risk of brain drain, and more fully improves the utilization efficiency of human resources. It is of great significance for China to accelerate the construction of the world's important talent center and innovation highland.

At present, the governments of some regions in China have issued a series of flexible talent introduction policies, but compared with the traditional rigid talent introduction policy, the number of flexible talent introduction policies is still too small, and the relevant academic research also pays more attention to the implementation and effect of rigid talent introduction policy, and does not pay much attention to the effect of flexible talent introduction policy in the allocation of human resources. At the same time, due to the relatively developed economy, eastern China attraction of talent, flexible to policy is more targeted, so this paper to the eastern provinces in China, systematic study of the effect of the eastern talent flexible introduction policy, through the quantitative analysis of relevant policy text, mining eastern talent flexible introduction policy tool distribution characteristics and target implementation, and put forward corresponding countermeasures according to the analysis process.

2. Research Review

In the 1970s, Jiangsu and other areas of the township enterprise rapid development, but was faced with huge lack of technology and scarce talent, Jiangsu, Zhejiang and other places first hired retired workers, "weekend engineer" became the norm at the time, a line of researchers are engaged in amateur part-time in the 1990s, the above is the prototype of the flexible introduction of talent. Flexible talent introduction refers to a kind of talent introduction method that fully reflects the autonomy of the nationality, household registration and identity of the introduced talents without the adjustment of the personnel relationship (Chen, 2007). Flexible talent introduction mainly realizes talent resource sharing through consulting, short-term employment, technology investment, project cooperation, talent rental, etc. (Wang, 2015).

At present, there are not many related studies on flexible talent introduction, and most of them are still conducted from the perspective of rigid talent introduction, which is mainly reflected in the following aspects:

First, the effect evaluation of the regional talent introduction policy. Yang et al. (2013) evaluated the effect of talent introduction policies from the perspective of the "Thousand Talents Plan"; Li et al. (2014) systematically studied the effect of local high-end talent introduction policies from the aspects of policy effect and policy durability; Zhang et al. (2016) systematically evaluated the effect of overseas talent introduction policies from stage characteristics, synergy and system.

Second, the comparison of talent introduction policies in different regions and countries. Tian et al. (2012) compared the talent policies of the United States, Britain, Japan, South Korea and other countries, and then put forward the rele-

vant policies suitable for the introduction of talents in China. Wang J. (2013) found the core advantages of talent introduction in different regional and western regions of eastern and central China. Su (2019) compared the talent policies in the “Yangtze River Delta” region, and found that the talent policies had both similarities and differences between regions.

Third, the characteristic analysis of policy text. Ning et al. (2014) studied the existing problems and defects of China’s talent policy from two aspects of strategic evaluation and basic policy tools. Liu et al. (2018) conducted a systematic comparative study on the effect of talent policy texts in the eastern and western regions of China, and summarized and compared them from the aspects of talent scope and financial support. Liu et al. (2019) compared the relevant talent policy tools of different cities in the Beijing-Tianjin-Hebei regions, and made a systematic evaluation of the effect of the talent policy, and finally put forward suggestions for optimization.

Summarizes the above content, the relevant literature mainly studies the relevant talent policy in our country, but not alone on our current flexible talent policy for systematic analysis, so this paper in Zhejiang province flexible policy for research samples, systematically study the Zhejiang province in the flexible introduction important characteristics and differences, thus conducive to the talent policy of Zhejiang province continue to improve and promote.

3. Analysis Framework for Policy Tools

Policy tools the tools implemented by the government to achieve their policy purposes can evaluate the policy types and effects through the classification and comparison of relevant policy tools. Therefore, this paper tests the relevant contents from the two dimensions of flexible talent introduction policy types and flexible talent introduction policy objectives respectively.

3.1. Policy Type Dimension of Flexible Talent Introduction

According to the push-pull theory, the realization of talent flexible introduction needs the combined action of thrust and pull, at the same time, talent environment also have certain influence on the return (Christopher, 1983), so this paper reference Rothwell for classification of policy tools, the type of flexible introduction policy is divided into supply, demand, environmental three types of policy tools.

Supply-based policy tools refer to a series of preferential policies on talent work and life welfare formulated by the government in order to attract talents to meet the basic living needs and development needs of talents, mainly including capital investment, project support policies, announcement and service convenience, etc. Demand-based policy tools refer to the government’s assistance for flexible talent introduction through talent support, mainly including talent demand catalogue, government procurement, service outsourcing, etc. Environmental policy tools mainly refer to the government by optimizing the local economic, cultural, political, ecological and other environment, eliminating the re-

levant obstacles to the flexible introduction of talents, and building a healthy environment for the flexible introduction of talents, mainly including legal environment, financial support, social forces, property rights protection, etc.

Above three types of policy tools independent of each other and complement each other, environmental policy tools in urban talent plays an indirect role in flexible introduction project, supply and demand policy tools for talent flexible introduction has direct pull effect, three types of policy tools can greatly enhance urban talent attraction and tolerance (Anon, 2013).

3.2. Objective Dimension of Flexible Talent Introduction Policy

In 2016, the CPC Central Committee issued the Opinions on Deepening the Reform of the System and Mechanism of Talent Development, which clearly proposed to “expand the opening up of talents to ensure that talents are attracted, retained and used well”. Based on this paper divides the goal of flexible talent introduction policy into three aspects: attraction, retention and good use.

The introduction mainly means that the government attracts the talents to serve the area through flexible introduction; the retention means fully considering the practical difficulties of the talents to make the flexible introduced talents willing to serve the target area; the good use mainly means that the policy through scientific and reasonable employment mechanism to ensure the rational use of flexible talents and make the flexible introduced talents fully create social value.

3.3. Two-Dimensional Analysis Framework

According to the above content, this paper establishes an analytical framework from the perspective of two dimensions according to the type dimension of flexible talent introduction policy and the objective dimension of flexible talent introduction policy, and analyzes the policy text of flexible talent introduction in Zhejiang Province according to this framework.

4. Analysis of Flexible Talent Introduction Policy in Eastern China

4.1. Selection of the Policy Text

About the policy text of geographical selection, compared with the rigid direct introduction, talent flexible introduction more in line with the needs of talent socialization, due to the superior geographical position, good economic development realistic reasons, Zhejiang province in our country has a strong talent attraction, in recent years, in addition to further implementation of talent rigid introduction policy, Zhejiang province began to attach great importance to the flexible introduction mechanism, and a corresponding complete talent flexible introduction policy, therefore, the study finally selected talents in Zhejiang province of flexible introduction policy text for the analysis object.

About the time of policy text, although our country since 2002 began to im-

plement the strategy of “talent power”, around also have the corresponding supporting policies, but the real talent battle appeared in January 2015, Hangzhou issued “27”, as Hangzhou for high-level talents to provide housing, household registration and a series of preferential policies, more and more cities realize the importance of talent dividend to promote urban core competitiveness, and gradually join the talent race, a series of talent flexible introduction policy. Therefore, this paper mainly selects the relevant policies on the flexible introduction of talents released by various cities in Zhejiang Province after 2015, which makes the timeliness and accuracy stronger.

In order to improve the accuracy of the policy text, the following principles are adopted to select policy text: 1) The policy issuing organization is the municipal government and its relevant directly affiliated departments, and the policies issued at the enterprise level will not be selected; 2) The selected policy text is closely related to the flexible talent introduction mechanism, and the text mainly includes the specific measures and relevant attitudes towards the flexible introduction of talents. Combined with the above principles into the relevant cities government portal and government departments website, with “flexible introduction”, “talent policy”, “flexible to” keywords search screening policy sample text of 93, and according to the relevant news report traceability query, finally collect policy text meet the requirements of a total of 93, part of the policy text as shown in **Table 1**.

Table 1. Text of flexible talent introduction policy in Zhejiang province.

number	Name of policy document	City	Promulgated time
1	Hangzhou Yuhang District high-level education talent incentive method	Hangzhou City	In April, 2022
2	Funding to encourage enterprises to flexibly introduce high-end talents (projects)	Hangzhou City	In September, 2017
3	Jinhua “double dragon to attract talent” New Deal 20 several policies	Jinhua City	In June, 2020
4	9 supplementary opinions on promoting the construction of talent strong areas	Jinhua City	In May, 2020
5	Wenzhou city flexible introduction implementation measures	Wenzhou City	In May, 2019
6	Yueqing city flexible talent implementation measures	Wenzhou City	In March, 2023
7	On the implementation of the “28 talent policy” opinions	Ningbo City	In April, 2019
8	Ningbo city flexible introduction to talent and wisdom of several opinions	Ningbo City	In September, 2015
9	Several Opinions on Strengthening the Introduction and Cultivation of Educational Talents in the New Era	Jiaxing City	In July, 2021
10	Huzhou city to introduce and train high-quality personnel implementation measures	Huzhou City	In October, 2017
11	Shangyu District “flexible introduction” of high-end education talent implementation opinions	Shaoxing City	In November, 2021
12	Ruian city flexible talent introduction implementation measures	Wenzhou City	In August, 2021
13	Taizhou city flexible talent introduction implementation measures	Taizhou City	In May, 2020

4.2. Text Analysis of the Flexible Talent Introduction Policy

4.2.1. Define the Coding Rules and Analysis Units

This paper will be long sentences, paragraphs in the flexible introduction policy as an analysis unit, to analyze the policy text, at the same time according to the “policy text number-chapter-terms” order of coding, such as “1-1-1” is the first in the first chapter of the first policy text, the topic of the eastern city 3 flexible introduction policy text specific content coding (see **Table 2**).

4.2.2. Dimension Analysis of Flexible Talent Introduction Policy Tools

According to the above classification of policy type dimension, this paper classifies and summarizes the coded policy texts (see **Table 2**). In Zhejiang province, flexible talent introduction policy supply policy tools accounted for the largest proportion, 52.68%, environmental policy tools accounted for 30.11%, and demand policy tools accounted for the smallest proportion, 17.2%. The analysis results show that the current government mainly relies on supply-based policy tools to introduce talents, and the use of environmental and demand-oriented policies is insufficient.

Supply-based policy tools are sufficient. Supply-based policy tools account for the majority in the analysis of the flexible introduction policy text in Zhejiang Province. Supply-based policy tools primarily attract talent by offering a range of preferential and incentive policies. These policies enhance the willingness of talents to be introduced flexibly. The consideration of talents’ work and life needs is a fundamental requirement. This is a fundamental requirement that holds significant importance. In the context of flexible talent introduction in China, meeting talent-related needs is crucial. Only when demand satisfaction is

Table 2. Distribution chart of policy tools for flexible talent introduction.

Type of policy tool	Specific classification	Text content coding	Quantity	Percentage %
Supply type	Talent capital investment	1-3-4, 2-5-1, 2-5-2, 2-5-3, 3-5-1...	30	52.68
	Public service convenience to provide project declaration concessions	1-3-3, 4-7-4, 4-7-6, 6-14-1...	10	
	Talent evaluation mechanism	1-3-1, 4-7-3, 7-7-1, 7-9-1, 8-9-1, 9-3-4...	9	
Environmental forms	legal environment	7-10-1, 7-11-1, 8-14-1, 8-15-1, 9-3-5...	11	30.11
	Financial support	1-2-3, 1-3-5, 3-9-1, 4-6-1, 4-11-1...	14	
	societal forces	2-7-1, 8-7-1	2	
	Property rights protection	2004/6/4	1	
Demand type	Platform building	2-6-3, 5-4-2...	4	17.2
	Catalogue of talent demand	1-1-3, 2-2-1...	4	
	government procurement	5-2-5, 8-1-1, 8-6-1	3	
	services outsourcing	2-4-2, 2-4-4, 7-8-1, 8-2-1, 8-4-1	5	
Amount to			93	100

achieved can talent attraction and competitiveness gradually improve. This can be accomplished through the establishment of supply-based policy tools, which effectively address material concerns in the flexible introduction of talents. Among them, the proportion of the talent capital investment is the largest, indicating that the capital, as the most basic material basis, is a necessary condition for the flexible introduction of talents. The proportion of public service convenience provision, project declaration preferential treatment and talent evaluation mechanism is equally equal.

Insufficient environmental policy tools. Within environmental policy tools, financial support primes an encouraging economic atmosphere. This bolsters a flexible talent acquisition mechanism, ensuring sustainable development. Consequentially, attention must turn to the legal environment and constructing platforms. The legal environment, being fundamental for flexible talent acquisition, requires standardization and enhancements. In parallel, a sound, scientifically-backed communication and sharing platform provokes innovative encounters and opportunities for talents. However, it seems governmental support for social power and preservation of property rights falls short. For high-achieving talents, fully engaging social forces to connect with and protect their intellectual rights is of utmost importance. Looking ahead, governments should place greater emphasis on, and enhance, measures for supporting social power and protecting property rights.

There is a serious shortage of demand-based policy tools. Demand policy tools, to a certain extent, ensure and expand talent acquisition channels. They directly stimulate the establishment of flexible talent introduction mechanisms. A lack here significantly hampers the overall directivity of the talent introduction policy. For future improvements, government focus on this area is imperative. This empowers talent to harness greater potential.

4.2.3. Objective Dimension of Talent Flexible Introduction Policy

On the basis of the type dimension of flexible talent introduction policy tool, this paper adds the target dimension of flexible talent introduction policy, which mainly includes three indicators of attraction, retention and good use. Analyzing the effect of eastern China in the policy goal of flexible talent introduction at the level of realization, through quantitative comparison, the analysis results show that the policy emphasizes on the realization of the talent goal, and that insufficient attention is paid to the goal of staying and using well.

In China, in the policy content analysis of flexible talent introduction in Zhejiang Province, policy tools attracted accounted for 72.64%, policy tools retained accounted for 7.55%, and well used policy tools accounted for 19.81%. This shows that in Zhejiang province particularly attaches great importance to the scale of the flexible introduction, in the flexible introduction mechanism development is not yet fully mature, improve talent is flexible introduction willingness in the introduction mechanism, on the basis of attracted into to retain and good talent, supply policy tools to achieve drew into the goal of utility, shows

that meet the demand of talent a series of material, establish a series of incentives and preferential mechanism, is always the first condition to attract talent. The demand-based policy tools directly related to the flexible introduction of talents account for the lowest proportion. The Chinese government needs to improve the demand-based policy tools mainly engaged in government procurement and service outsourcing.

On the basis of attracting progress, the government also began to pay attention to the use of talent issues. How to make the flexible introduced talents maximize the value in the short time of being introduced is the proposition that local governments need to think about. From the analysis of the policy content, it can be seen that the government makes more use of environmental policy tools to achieve the goal of good use. Compared with the supply-based policy tools based on preferences and incentives, creating a favorable legal environment, economic environment and communication platform is more conducive to exerting the maximum effectiveness of talents.

5. Suggestions on the Optimization of the Flexible Talent Introduction Policy

In view of the above research contents and the problems existing in the flexible talent introduction policy in Zhejiang Province, the following policy suggestions are put forward:

1) Optimize the combination of policy tools: In addition to relying on supply-based policy tools, Zhejiang Province can consider increasing the application of environmental and demand-oriented policies. Environmental policies can improve the living and working environment of talents, and provide better social welfare and public service facilities. Demand-based policies can formulate corresponding policies according to the needs of different fields and industries to introduce talents that meet specific needs.

2) Focus on the sustainability of talent supply: In addition to introducing talent, Zhejiang Province should also pay attention to the training and retention of talent. Establish a sound talent training system, including providing high-quality education and training opportunities to attract more outstanding local talents. At the same time, it provides good career development opportunities and competitive compensation and benefits to retain the introduced talents.

3) Promote the value maximization of talents: In addition to introducing talents, Zhejiang Province should pay attention to giving full play to the potential and value of introducing talents. We will provide support and platforms for innovation and entrepreneurship, and encourage the introduction of talents to participate in scientific and technological innovation and industrial development. Strengthen the cooperation with universities and research institutions, promote the transformation and industrialization of scientific research achievements, and make the introduction of talents play a greater role in the development of Zhejiang Province.

These policy suggestions aim to optimize the flexible talent introduction policy, improve the quality and efficiency of the introduction of talents, but also pay attention to the training and retention of talents, and give full play to their maximum value. This will help Zhejiang province to build a competitive and innovative talent highland.

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Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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