

Analysis of "Retention" and "Flow" of Talents in Enterprises—Taking Small and Medium-Sized Enterprises as an Example

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Abstract: China's economy has improved significantly, technological reform and innovation, and a large number of enterprises have suffered serious staff turnover, which has exerted a very negative impact on the sustainable development of enterprises. In this situation, how to prevent the frequent outflow of employees and through what measures to retain employees, has become the modern enterprises need to focus on the issue. This paper adopts literature research, questionnaire survey and other methods to analyze the current situation and causes of employee turnover, and concludes that there are four aspects, one is that the enterprise's cultural construction system is not good enough; Second, the human resources development strength is small, the talent training work has the deficiency; The other two are that the effectiveness of incentive mechanism is low and the consciousness of talent development and training is obviously insufficient. In order to reduce the staff turnover rate, the corresponding solutions and countermeasures are put forward. The company should establish a training system with employees as the core and a reward mechanism based on the salary system. These methods and suggestions have certain reference value for strengthening recruitment publicity and establishing and improving the talent mechanism.

1. Introduction

The phenomenon of brain drain studied in this paper refers to the situation in which talents in enterprises and similar organizations who can make significant contributions to or promote the development of the organization leave or find it difficult to continue to make contributions to the organization. Of course, this phenomenon of loss is usually non-subjective, and this phenomenon has obvious and implicit differences. When talents decide to leave various organizations due to some factors, they will leave the organization. An apparent loss of talent can be defined as a situation in which enterprises and other organizations are hindered by the fact that they no longer contribute to them; If talents do not leave the enterprise or other organizations, but work negatively due to the imperfect objective factors such as the internal salary system and performance system, it is difficult to provide support for the development of the enterprise as expected, which can be defined as the hidden loss of talents. The apparent loss of talents is relatively obvious, which can be effectively counted and analyzed, while the recessive loss is not. Therefore, the research on the

brain loss in this paper is unified as the apparent loss of talents.

2. Related concepts and theories

2.1 Concept of employee turnover

Employee turnover is because employees don't like the company and offer to resign. Employees have the right to choose to stay or go, but it will bring huge losses to the company. From the perspective of the types of employee turnover, it can be divided into termination of employment and nominal dismissal. The termination of the contract means that the employee and the company have officially terminated the contract and are no longer responsible for the company. As an employee, being outside the company's jurisdiction, even temporarily, no longer generates revenue for the company^[1].

2.2 Theoretical basis of employees

Foreign scholars began to study employee turnover in the early 20th century. Psychologists first paid attention to this issue, and after in-depth analysis, they believe that the reason why employees choose to resign is because they are influenced by the important factor of labor compensation. As the founder of psychological contract theory, the well-known American scholar E.H. Schein emphasizes that the relationship between employees and enterprises is not only maintained through labor contracts or explicit contracts, but also the implicit contracts play an important role in this respect, and employee satisfaction is the reason for the existence of the contract. Compared with the implicit value, the explicit value indicated by the text such as contract and contract can produce higher legal effect, but the influence of the implicit value shows greater advantages, which can help employees enhance the sense of belonging and identity^[2].

3. Current situation of brain drain in small and medium-sized enterprises

3.1 Current situation of brain drain

In our country, with the improvement of national strength, the market competition has also improved, and many talents in enterprises have been lost, which will have a bad impact on enterprises.^[3]The brain drain will discourage work enthusiasm, and it will be difficult for enterprises to have more employees, and even lead to a shortage of reserve talents. If the majority of small and medium-sized enterprises do not pay attention to the brain drain and take effective measures to curb it, they will fall into the dilemma of development in a short period of time, and then cannot guarantee the continuous improvement of China's economic aggregate.

High talent turnover rate is usually caused by excessive turnover of employees, the loyalty and sense of achievement of employees is reduced, the stability of employees is damaged, the core competitiveness is weakened, the market share is reduced, and the operating cost can not be effectively controlled. When the talent turnover rate exceeds the limit, small and medium-sized enterprises may declare bankruptcy. Therefore, it is necessary to eliminate the brain drain through a variety of ways, so as to bring healthy, stable and rapid development for the enterprise.

3.2 Research status at home and abroad

3.2.1 Domestic research status

Due to the different national conditions, the study of brain drain in our country is one-sided.

Since the end of last century, China has shown obvious phenomenon of talent flow, which also provides opportunities and materials for the study of talent flow. Experts and scholars in relevant fields in China have investigated and analyzed the flow of talents by learning from foreign research models and combining with our national conditions. After years of hard work, we have achieved fruitful research results. The details are as follows:

In China, professor Xie Jinyu of Nankai University is the first person to explore the problem of brain drain. Nineties of last century, our country has a large flow of talents. This phenomenon of mobility has attracted the attention of Professor Xie, who believes that the premise of social development and stability is the stability of talents. He realized that at any given time, people flocked to places where working conditions were good and wages were high. The brain drain in some of the less developed regions is extremely serious, which further limits the development of this region^[4].

3.2.2 Foreign research status

Under the influence of The Times, the flow of talents in Western countries is more intense, more complex and more diverse. Therefore, Western countries have made rich achievements in the field of talent mobility. Typical achievements are as follows:

At the beginning of the 20th century, Lewin showed in his work that no individual and no enterprise employee can exist in isolation from society. Moreover, the American psychologist also pointed out that the social environment can directly affect the work status of employees. Whether it is the enterprise environment or the market environment, it will have different degrees of impact on the work efficiency of employees. In order to more intuitively analyze the correlation degree of this relationship, Lewin also established the functional equation of the two. Among many environmental factors, the influence of external factors is often greater than that of internal factors. If the external factors of the enterprise can not play a good role, it will affect the enthusiasm of employees, and will make employees leave^[5].

4. The impact of brain drain on enterprises and its influencing factors

4.1 Positive and negative effects

4.1.1 Positive impact

Our country has a large population, and the industry competition tends to be white-hot, the total amount of knowledge talents is not enough, and the employment situation is more severe. Relevant survey data show that 70% of the total population of China is employed, but the proportion of advanced and sophisticated technical personnel is only 1.37%, and such talents are even rarer in small and medium-sized enterprises. The brain drain makes the managers of small and medium-sized enterprises soberly realize that only by actively cultivating and introducing talents can enterprises have a way out. To this end, many enterprises are increasing their investment in human resources development.

In addition, the brain drain has aroused the attention of China's administrative departments, in order to ensure the standardization of talent flow and prevent the use of bad means to rob talents, relevant functional agencies will introduce laws, regulations and policies to ensure the rational use of talents, which helps China's small and medium-sized enterprises have a healthy ecosystem.

4.1.2 Negative impact

Employee dimission will increase the cost of enterprises, and enterprises will spend a lot of

money to recruit employees, which will bring serious economic losses to enterprises. At the same time, for those employees who affect the quality of service, the reduction in quality is complete; Secondly, it destroys the stability of the business and affects the core competence. Finally, there will be rumors among employees, which will make people nervous and affect their work. Everbright Environmental Energy Co., Ltd. has suffered serious losses in recent years. A large number of employees will reduce the productivity of the enterprise and reduce production, which will have a significant impact.

4.2 Factors affecting the brain drain of enterprises

4.2.1 Social factors

According to the results of the survey, the talent flow of small and medium-sized enterprises has lost its purpose and industry. Some of the talents who still stay in the pharmaceutical industry have gone to other competitive enterprises; Other lost talents choose to go to real estate, IT and other industries with good prospects and high salaries. These enterprises generally have a greater demand for general talents such as management and technology development.

4.2.2 Organizational factors

At present, many small and medium-sized private enterprises have not yet realized the urgency and importance of constructing and improving the performance appraisal mechanism, so many noteworthy problems have been exposed in this respect, such as incorrect performance appraisal, imprecise assessment, unbalanced assessment, etc., which affect the enthusiasm of employees. The main reason is that the organization attaches less importance to talents, especially some family enterprises, which are obviously lack of fairness and rationality in both employment and promotion opportunities, resulting in the complaints of employees with real talent and learning and forced to leave the enterprise.

4.2.3 Personal factors

The theory of lifelong career planning is put forward by Saber, a professional scientist from the United States. He proposed that people's career planning should be divided into five periods according to age, one is the growth period between 0-14 years old; The second is the trial period between 15 and 24 years old; The third is the maturity period between 25 and 44 years old; The fourth period and the fifth period are respectively the maintenance period between 45 and 64 years old and the decline period over 65 years old. Among them, the age of 25 to 44 is the most important construction stage of a person from entering to exiting the workplace, during which the work can be selected, replaced and determined, and finally the work is stable.

Small and medium-sized enterprises in this area of the work is not very in place, in the survey found that small and medium-sized enterprises employees generally do not have deep friendship, the company's internal work communication is not smooth. The management of the company believes that as long as the salary level of the employees is raised, the employees should feel very satisfied. Because the company's salary level is the highest in the local, it thinks that employees will be very satisfied, but it does not pay attention to the diversity of employee needs. The company does not pay attention to the communication of employees, so that employees have emotions and affect their work. With the rapid development of small and medium-sized enterprises, the workload of employees increases, the work pressure is high, and the emotions of employees cannot be expressed and adjusted in time, so talents will choose to leave.

The loyalty of employees can not only rely on high salaries to maintain, it is more important to

meet the needs of employees for power and sociability. It is necessary for small and medium-sized enterprises to increase the input of employees to various needs and reduce the rate of talent turnover.

4.2.4 Inter-industry competition factors

Under the influence of various factors, in recent years, the competition between industries has been escalating, and many enterprises are competing for talents. Among them, all enterprises with advantages in competition have strong talent attraction. With the help of headhunting companies, these enterprises can complete the accumulation of excellent human resources in a short time by digging corners, thus promoting the flow of talents in the industry.

5. There are problems in the "retention" and "flow" of talents in small and medium-sized enterprises

After investigation, it is shown in Figure 1:

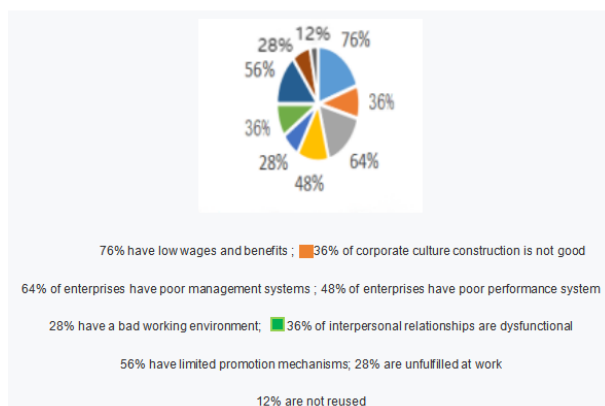


Figure 1: Investigation on the problems of brain drain in small and medium-sized enterprises

According to the survey results, there are many problems in the brain drain of smes, which can be summarized as follows:

5.1 Imperfect construction of corporate culture

Corporate culture is not enough, the spiritual needs of employees can not be maximized to meet. In addition, most small and medium-sized enterprises do not pay attention to corporate culture, corporate culture is not understood by many employees. Enterprises lack cultural teaching for employees, lack of cultural education, and can not find a sense of unity.

There is an obvious lack of dedication and sense of belonging of employees, so it is difficult to produce the ideological consciousness of "taking factory as home". Compared with the old employees, the new employees who are more active have a greater demand for corporate culture. They not only evaluate the vitality of the enterprise according to the construction level of corporate culture, but also hope to join the corporate cultural life and inject new blood into the construction of corporate culture.

5.2 Human resource development and training are not in place

Lack of management and care. They do not pay enough attention to all aspects of employees' lives, and lack of concern for employees' families and children's education. Employees have little

contact with management, and problems are not reflected in a timely manner. Although a complaint mailbox was set up, very few suggestions or complaints were received. In addition, managers at all levels visited the site only a limited number of times, did not give the necessary care to grass-roots employees, and the communication effect was not good. Although the number of employees has increased, the number of foreigners among them has not enjoyed fair treatment in terms of leave. In general, if employees are not satisfied with the corporate system, there will be a lot of employees who want to leave.

5.3 Lack of effective incentive mechanism

Enterprises attach importance to surface work and have defects in incentive. The ultimate goal of performance evaluation is to make both the company and the employee profit, but the employee profit is still very small. Enterprises lack of contract protection for temporary workers, only contract workers have treatment. This is very discouraging staff enthusiasm, lack of purpose and morale, resulting in low productivity, which has a great impact on the company. Internal and external competition is not prominent, so wages are low, and employees leave in search of better jobs.

5.4 Lack of awareness of talent development and training

Small and medium-sized enterprises, the early development is too extensive, enterprise management is simple and direct, some enterprises have no human resources department, the importance of talent is not high, there is no way to solve the brain drain.

It is understood that nearly 40% of small and medium-sized enterprises do not have professional recruiters, nor have they participated in professional job fairs, and their staff sources are mainly friends, job center introductions and job seekers themselves. Most small and medium-sized enterprises do not have formal contracts, let alone an agreement with employees if the employee leaves or the company dismisses the relevant compensation system, so that the brain drain is without any institutional and legal constraints. Nearly 60% of the enterprises did not conduct professional training for new employees after entering the company, and did not take the initiative to communicate with employees and retain employees after employees proposed to leave.

6. Countermeasures for smes to retain talents

After investigation, as shown in Figure 2:



Figure 2: Survey data on coping strategies of smes

According to the survey results, talents in small and medium-sized enterprises have a high demand for salary, promotion space and working environment, so enterprises should adjust and strengthen the following five points:

6.1 Build a unique corporate culture

Distinctive culture will promote the development of the enterprise, but also enhance the sense of identity, honor and loyalty of employees, so that they can play enthusiasm and initiative, and then increase the comprehensive strength of the enterprise. In addition to creating wealth, companies also have their fair share of social responsibility. The company should enhance employees' sense of responsibility, mission and belonging to the company. Let the personal value of employees and the cultural value of the company unify, always keep in mind the values of the company, so that the corporate culture is reflected in the daily life of employees.

6.2 Establish an employee-led training system

Caring about employees' personal development issues and helping them make career planning can help employees to clarify their own development direction and the guidelines, policies and strategies formulated by the company at various stages, so as to ensure that their own development has a high degree of compatibility with the development of the enterprise. Small and medium-sized enterprises should develop career planning for employees to ensure that they can improve their job competency, so that they can have a strong sense of professional identity, and fully feel the warmth and care given by the organization. Therefore, enterprises need to build an employee-led training system.

In order to ensure that the vertical career planning of employees can be realized as soon as possible, the company should assign personnel from the human resources department to set up a career planning office and organize employees to participate in targeted education and training activities. If enterprises want to improve the attractiveness of employees, they should not only do a good job in production, sales, environmental governance and other levels of work, but also pay attention to humanistic care. Enterprises can rely on regular or irregular training activities to let employees fully understand corporate culture and development concepts, cultivate employees' dedication and patriotism, and increase ideological and political education content in training programs.

When constructing and improving the training system, the enterprise should expand the training content for the purpose of promoting employees to have a comprehensive cognition of the enterprise, so that employees can understand the living environment, working environment, infrastructure, logistics support system of the enterprise through participating in diversified training activities, and provide benefits such as heating fees, husband and wife dormitories, free meals, 24-hour hot water and other services. In general, training and education in these aspects can improve the happiness index of employees and effectively restrain the turnover rate and job-hopping rate of employees.

6.3 Establish an incentive mechanism based on salary system

Enterprises make the compensation system more fair and scientific according to the performance of employees in various aspects. Enterprises should introduce corresponding preferential policies for temporary workers, apprentices and interns, especially to adjust the work enthusiasm of interns with salary as the lever and personal interests as the fulcrum, so as to make adequate preparations for increasing the talent pool. In addition, enterprises should also take into account both material rewards and spiritual rewards, provide employees with a variety of incentive funds, and take employees with outstanding achievements as pacesetters and models, and carry out learning and promotion activities among all employees to enhance employees' spiritual outlook and form a positive working atmosphere.

Enterprises should ensure the rationality and effectiveness of incentive mechanism. Companies should address the concerns of employees and provide treatment services for sick workers and

workers who are accidentally injured. In addition, enterprises also need to develop a practical training system to ensure the coverage of training and ensure that employees have fair training opportunities. The company can set up special contribution award, attendance award, welfare award, invention award, creation award and other awards, but also pay attention to the adjustment of employees' emotions, so that every employee can enjoy paid leave.

6.4 Strengthen recruitment and build talent pool

Enterprises should do a good job of planning, simplify the recruitment process, and select excellent talents for the enterprise. Companies should contact employees in advance to use online recruitment software to avoid brain drain.

In addition, companies use holiday breaks to hold small gatherings to build connections. Those who quit their jobs are also a hidden resource, and may come back later. Companies can let old employees teach new employees, for the company to achieve the effect of talent reserve pool.

6.5 Establish and improve the staff management system

Enterprise leaders must recognize the importance of human resources, change traditional concepts, change backward management concepts and methods, actively learn and use modern advanced management models, have a deeper understanding of employees, and maximize their satisfaction, because for employees, only when their own rights and interests are guaranteed.

In addition, the company needs to start from the actual development situation, according to the productivity and market, the strategy of each stage to adjust. Enterprises should establish a performance evaluation system, improve the employee management system, make employees more active, and offer suggestions for promoting the rapid development of enterprises. Moreover, managers should uphold the principles of fairness, science and rationality in the performance appraisal process, and analyze the problems existing in the work to help employees improve their performance.

7. Conclusion

With the rapid economic development, the competition for talents is very fierce, and the ability of some small and medium-sized enterprises is far less than that of large enterprises, which makes the brain drain more and more serious. This has aroused the attention of leaders, and they have taken some measures to prevent or solve the problem of brain drain. However, my level, time and space are limited, and small and medium-sized enterprises are always in the dynamic development. Therefore, the results of this paper based on investigation and analysis on the "flow" and "retention" of talents are only a small part, and the content is simple and shallow. Only by collecting more literature and reading more data can there be a lot of research conclusions.

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