

Research on Enterprise Brain Drain Mechanism and Countermeasures -- Taking H Door Company as an Example

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Abstract

At present, China is in the critical period of transforming from a manufacturing power to a manufacturing power. A large number of manufacturing enterprises are facing transformation and upgrading, and there is a great demand for talents, especially high-end core talents. However, due to various software and hardware reasons of enterprises, the phenomenon of unable to recruit and retain people is becoming more and more serious. This paper analyzes the main reasons for the brain drain of H company by using the empirical research method and puts forward the countermeasures, which is of practical significance to stabilize and enhance the human resources reserve of the enterprise and improve the talent competitiveness of the enterprise. Abstract describes clearly the content of the article.

Keywords

Brain Drain; Reasons for Resignation; Coping Strategies.

1. Introduction

From 2012 to 2021, the number of private enterprises in China will increase from 10.857 million to 44.575 million, quadrupling in 10 years. The proportion of private enterprises in the total number of enterprises will increase from 79.4% to 92.1%, playing an important role in stabilizing growth, promoting innovation, increasing employment, improving people's livelihood, and becoming an important force to promote economic and social development. Despite the rapid development of private enterprises, the problem of brain drain cannot be ignored, especially in private SMES. These problems will not only increase the human cost of enterprises, but also limit the development of enterprises. Therefore, it is important for enterprises to find out the mechanism of brain drain and take effective measures to control the brain drain rate for their long-term development. This paper analyzes the reasons for the brain drain of H Company from multiple dimensions such as gender, age, position and education, and then makes targeted improvements from the salary system, management system, personalized needs and other levels to create a good human resource atmosphere, which has reference and reference significance for reducing the brain drain rate of private SMES in China.

2. Methods

On the basis of literature analysis and research, this paper mainly adopts empirical research, a questionnaire survey was conducted on 91 talents of the company, with a total of 20 questionnaire questions. The Likert five level scale was used for scoring, then conducts statistical analysis and analysis of variance on the data obtained from interviews and

questionnaires. Through analysis and demonstration, the structural characteristics and influencing factors of brain drain in H Company are obtained.

Table 1. Investigation Results of Factors Affecting Talent Resignation

Rank	Influencing factors	Number of people	Percent(%)
1	Personal reasons	46	50.55%
2	Low remuneration	33	36.26%
3	Others	25	27.47%
4	The workload is heavy	21	23.08%
5	Poor working environment	17	18.68%
6	Feeling unfair	15	16.48%
7	I found a better job opportunity	15	16.48%
8	Failure to give full play to self advantages	13	14.29%

Table 2. Statistics of reasons for loss of in-service talents of Company H

Question	Valid questionnaire	Minimal value	Maximal value	Mean value
I am satisfied with the company's welfare	91	1	5	3.41
Moderate workload and little overtime	91	1	5	3.44
I am satisfied with the current working and living environment	91	1	5	3.69
The company's remuneration system is reasonable	91	1	5	3.75
The company's remuneration system is reasonable	91	1	5	3.75
The company has a perfect incentive mechanism	91	1	5	3.81

Table 3. Summary of ANOVA

		significance				
		age	education	Working age	major	post
I am satisfied with the company's welfare	0.804	0.671	0.285	0.760	0.093	0.122
Moderate workload and little overtime	0.935	0.240	0.363	0.800	0.195	0.788
I am satisfied with the current working and living environment	0.618	0.459	0.324	0.912	0.186	0.087
The company's remuneration system is reasonable	0.837	0.808	0.254	0.714	0.084	0.110
I am satisfied with my salary	0.520	0.910	0.390	0.783	0.049	0.028
The company has a perfect incentive mechanism	0.868	0.149	0.582	0.975	0.276	0.176

3. Findings and Discussion

3.1. Research Methods

3.1.1. Questionnaire Design

The questionnaire includes 33 sub items in three major aspects: basic information, retention intention, and turnover factor survey. The retention intention survey includes 20 sub items, each of which is measured by Likert's Level 5 scale, and the scores of 1, 2, 3, 4, and 5 are respectively used from "never agree" to "agree".

3.1.2. Sample Selection and Data Collection

In this study, stratified sampling and questionnaire survey were adopted to obtain data. The sampling objects were employees of various departments of H Door Company. 105 questionnaires were distributed through on-site distribution, e-mail and online platform of Questionnaire Star. 101 questionnaires were actually recovered, 91 of which were valid, with an effective recovery rate of 91%.

3.1.3. Analysis Method

Cronbach of the formal questionnaire α The reliability coefficient is $0.941 > 0.8$. This questionnaire has good reliability and can be used for academic research. This paper uses SPSS (26) software to analyze and process the survey data. The main methods are descriptive statistics, analysis of variance, etc.

3.2. Research Results and Analysis

3.2.1. Investigation on Reasons for Resignation

The reasons for leaving with the highest 8 selection rate among the 14 factors are listed in Table 1. It can be seen from Table 1 that there are many reasons for the brain drain of Company H. More than one third of employees choose low salary, while more than three quarters of employees choose personal reasons and other reasons in total. Other important resignation factors include heavy workload, poor working environment, unfairness, etc.

3.2.2. On the Job Retention Intention of the Incumbent

According to the data obtained from the survey, nearly 30% of employees of Company H have intention to leave. Enterprises should master the ideological trends and specific situations of these employees, communicate effectively in time, eliminate ideological concerns as far as possible, solve practical problems as far as possible, and reduce the rate of talent loss as much as possible.

3.2.3. Questionnaire on Intention to Stay

There are 20 questions in the retention intention survey, and the six indicators with the lowest average score are listed as follows:

It can be seen from Table 2 that employees scored the lowest on the company's benefits, followed by the heavy workload of regular overtime, and the working environment, salary system, post salary and incentive mechanism accounted for the last four places on the list. The scores of the above six indicators are all lower than 4, and the scores of other indicators are close to or more than 4. The lower the score, the more dissatisfied with the indicator and the higher the turnover intention.

3.2.4. Variance Analysis

It can be seen from Table 2 Mean Value Table that the mean values under different sample characteristics are different, but these differences need to be tested to determine whether the difference values are significant. If the statistics of t test results do not reach a significant level, such differences are meaningless. It is found through inspection (see Table 3) that, except that the significant P value of job compensation satisfaction of different positions and income

personnel is less than 0.05 (indicating that there is a significant difference in job compensation satisfaction among employees of different positions and income), the significant P value of other indicators does not reach a significant level (greater than 0.05), which means that there is basically no significant difference in the recognition of different employees.

4. Conclusion

Through field research and investigation, it is found that H Door Company has the following four problems in talent maintenance: first, the working system needs to be improved; Second, the working environment needs to be improved; Third, welfare treatment needs to be improved; Fourth, staff training needs to be strengthened. Based on the current situation of the brain drain of H Company, this paper proposes the following coping strategies to help the enterprise better absorb and retain talents and achieve high-quality development of the enterprise.

a. Make scientific decisions and create a humanized working system. The decision-making management should consider the production progress and the staff's work and rest rules as a whole, and scientifically design shift arrangements. On the premise of not affecting normal production, employees should also be given adequate rest, and try to reduce overtime in the form of multiple shift arrangements.

b. Improve the environment and create a comfortable and warm working environment. First, create a comfortable working atmosphere; Second, organize more staff amateur communication activities; The third is to give employees more rights and obligations and improve their spiritual recognition of the company; The fourth is to ensure the material conditions for improving the environment. The integration of institutionalization and humanization into the company's management matrix not only reflects the scientific and rigorous corporate governance, but also reflects the humanistic care for employees.

c. Guarantee the treatment and shape the differential salary incentive system. Company H should fully realize the importance of core talents in key positions of management and technology to the company, establish a more reasonable and attractive salary system, attract and retain key core talents through "heavy money", timely reward organizations and individuals who have made outstanding contributions, and avoid huge losses to the company due to the frequent flow of core talents.

d. Strengthen training to enhance new employees' business ability and sense of belonging. Business skill training can enable new employees to be competent for their jobs quickly and bring productivity to the enterprise, while career planning training can draw a career blueprint for employees in the future. It is also necessary to train the industry and the company's sense of identity and belonging, which is the basis for cultivating employee loyalty.

In a word, the response to the brain drain is a systematic project, which requires the joint efforts of the company's decision-making, management and employees. Only when the system level is optimized and the material level is guaranteed can the talent maintenance work go to a higher level, and the stability and enrichment of the talent team in turn promote the rapid development of the enterprise, thus forming a benign circular ecology.

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