

Research on Employee Turnover in Enterprises

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Abstract

With the in-depth development and popularization of Internet technology, traditional enterprises in all walks of life are facing great challenges, and the problem of employee turnover has attracted more and more attention of scholars. This paper will carry out analysis and research from four aspects: the definition, theoretical research, cause analysis and Countermeasures of employee turnover, focusing on the main causes of employee turnover and how enterprises should take countermeasures to strengthen the stability of enterprises in order to accelerate the development of enterprises.

Keywords

Employee Turnover; State-owned Enterprise; Salary System; Corporate Culture.

1. Introduction

With the advent of the information industry and the rapid development of China's economy, traditional enterprises have been seriously impacted. The rise of Internet technology and e-commerce makes online enterprises flourish, greatly squeezing the profits and living space of offline enterprises. As the mainstay of China's national economy, State-owned enterprises, especially large-scale State-owned enterprises with petroleum, chemical industry, nonferrous metals and other industries as the core, have made great contributions to China's economic construction. In recent years, small and medium-sized State-owned enterprises are generally in a state of loss. Due to the long-term support of the government, most State-owned enterprises lack competitiveness and innovation. Facing the increasingly competitive market, State-owned enterprises generally show some problems, such as weak innovation consciousness, weak competition consciousness and large personnel mobility. Therefore, only by continuously enhancing the core competitiveness of enterprises, attracting and retaining talents and continuous innovation and development can they get out of the current dilemma.

2. Employee Turnover Definition

The definition of employee turnover foreign scholars began to study employee turnover at the end of the 19th century, while the relevant research in China started late. The so-called employee turnover has different definitions from different perspectives. From the perspective

of employees, it is a voluntary outflow behavior that enterprises are unwilling but employees are willing; From the perspective of subordination, it is a process in which the individual employee and the enterprise break away from the wage relationship; From the legal perspective, it is the process of dissolving the legal contractual relationship between employees and enterprises. Employee turnover is mainly divided into two categories: one is active turnover; Second, passive loss. Active turnover refers to employees' active resignation for various reasons, while passive turnover refers to employees' resignation caused by enterprises' active dismissal, dismissal, etc.[1]. The active loss of employees is generally difficult to predict for enterprises. Compared with passive loss, too high active loss is very unfavorable to the development of the company. Therefore, active loss has always been the focus of company management and has attracted the attention of many scholars. The research on employee turnover carried out in this paper is also mainly aimed at the problem of 'employee active turnover'.

3. Theoretical Research

According to CNKI search, China's research on enterprise employee turnover first appeared in the late 1980s. Zheng Liping[2] studied the reasons and effects of employee turnover in foreign managed hotels, and found that the main reasons for the loss are the large gap between supply and demand of high-quality employees, the unmet appreciation demand and the maladjustment of foreign management systems. As the core element of enterprises, people's loyalty and satisfaction directly affect the competitiveness and long-term development of enterprises. With the deepening reform of China's State-owned enterprises and the in-depth development of economic globalization, the competition of human resources intensifies, and the problem of employee turnover[3-5] is prominent, which has attracted the great attention of enterprise managers and scholars. Jiang Liming[6] and others established a theoretical model of active resignation based on Matthew and Simon model theory, deeply analyzed the reasons for the loss of hotel employees from two aspects: the rationality of resignation and the difficulty of mobility, and put forward countermeasures such as establishing and perfecting various management systems of the company and respecting employees. Wang Haimei[7] started from three psychological contract theories: transactional contract, emotional contract and conceptual contract, analyzed and studied the problem of employee turnover, and put forward corresponding opinions and suggestions. Enterprises should clarify values and ideas, persevere and take action, and strengthen timely and effective communication with employees. Through the employee satisfaction survey, Liu Yinyingzi[8] found that there are two main factors for employee turnover: one is that the enterprise does not care and the other is that the employees do not trust. In view of this problem, she put forward countermeasures to build a 'Humanistic' enterprise and strengthen employee education.

4. Employee Turnover Analysis

With the development of Internet plus information technology industry, competition in the market is becoming increasingly fierce. Competition between enterprises and enterprises has become the competition of talents. With the gradual acceleration of global economic integration, the competition situation of talents in the whole country and even globally will become increasingly fierce. The reasons for employee turnover in different enterprise types are also different. Therefore, the relevant analysis is generally carried out from three main aspects: industry factors, salary and corporate culture. Secondly, the special reasons are analyzed for different enterprise types, such as State-owned enterprises, private enterprises and foreign-funded enterprises. Lv Zhongshu[9] analyzed and studied the causes of employee turnover in a certain representative State-owned enterprise, and concluded that it is mainly affected by five

factors: imperfect salary incentive mechanism, unreasonable performance evaluation system, imperfect training mechanism, poor corporate cultural atmosphere and uncertain enterprise development prospect. Zheng Tingjiao[10] found that incentive system, management mode, career planning, education and training, employee care and corporate culture identity are all the factors leading to the loss of employees in private enterprises. Yu Hang[11] found that the main reasons for employee turnover are uneven distribution of interests, heavy tasks and lack of effective communication between leaders and employees. Liu Xue[12] through the research on the phenomenon of employee turnover in small and medium-sized enterprises, it is found that the main factors causing employee turnover include six aspects: lack of long-term planning of human resource management, unreasonable job setting, imperfect employee employment system, lack of employee training, imperfect performance system and lack of scientificity of incentive mechanism. Dai Lijuan[13] and others found that salary and welfare, performance appraisal, promotion channel and training system are the main factors causing the loss of employees through a questionnaire survey on the loss of knowledge employees in a State-owned enterprise. To sum up, it is not difficult to find that most of the reasons for employee turnover are concentrated in internal factors, and personal and social factors have no significant impact on employee turnover.

5. Countermeasures of Employee Turnover

Employee turnover is a common problem in every enterprise. Timely employee turnover is beneficial to the development of the enterprise and helps to inject fresh blood into the enterprise. As an enterprise manager, we should not only consider how to prevent employee turnover, but also consider the quantity, speed and direction of employee turnover, so as to make it move towards Individuals and even society are moving in a more favorable direction. Enterprises should try their best to provide employees with a good working environment and working atmosphere, pay attention to the fit between employees and their posts, be good at cultivating employees' loyalty to the unit and sense of heroism, optimize the salary system and incentive mechanism, improve employees' education and training system, strengthen the construction of corporate culture, and further strengthen employees' sense of identity and belonging to the enterprise, So as to promote the rapid development of enterprises.

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