

Research on the Problems and Countermeasures of Knowledge Workers Loss in state-owned Enterprises

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Abstract. In the era of the knowledge economy, the core object of enterprise human resource management is knowledge workers. The status of knowledge workers in state-owned enterprises is even more important. They are the core human resources of state-owned enterprises, mastering the enterprise's key resources, core technology, and management secrets. The loss of knowledge workers in state-owned enterprises is becoming increasingly serious. The loss of knowledge workers has seriously weakened the market competitiveness of state-owned enterprises. It is one of the major problems affecting the survival and development of state-owned enterprises. Reducing the loss of knowledge workers has become a major challenge for state-owned enterprises. This article will analyze the existing problems within state-owned enterprises, such as welfare policies, performance appraisal, and working environment. At the same time, it summarizes the problems existing in the life of different types of knowledge workers. Finally, combined with the development of today's society, put forward corresponding effective suggestions and achievable solutions.

Keywords: Knowledge workers, State-owned enterprises, Employee turnover.

1. Introduction

The 21st century has entered the era of the knowledge economy. With the development of high-tech industries, the demand for knowledge-based talent is also increasing. The mutual exchange between countries has expanded the competition among enterprises, and knowledge talents are also flowing among enterprises. The loss of knowledge workers has seriously affected the market competitiveness of enterprises. For example, it can improve enterprises' income and enhance their market competitiveness. How to retain existing knowledge workers and attract more knowledge talents has become particularly important.

1.1. The meaning of Knowledge Workers

The term "knowledge workers" was originally proposed by the American scholar Peter Drucker. It means those who master and use symbols and concepts and work with knowledge or information. According to the famous Canadian scholar Francis Herry, knowledge workers use their brains more than their hands to create wealth. They bring added value to products through their creativity, analysis, judgment, synthesis, and design.

Initially, this concept referred to certain managers, but now it has been expanded to include managers, R&D personnel, technicians, and senior marketing. The role of knowledge workers is particularly important in state-owned enterprises, where they are the core human resources and hold the intellectual core and management secrets of an enterprise.

1.2. Characteristics of Knowledge Workers

With continuous research and a summary of human resources practice, we can understand that knowledge workers have the following characteristics.

- (1) Knowledge workers usually have higher education backgrounds, wealthy knowledge reserves, and strong learning abilities.
- (2) Use knowledge for creative work, with creativity and autonomy.
- (3) It can bring great intellectual capital to the organization, and at the same time, it can bring high-added value to products or services [1].

(4) Strong desire to realize self-worth and attach great importance to spiritual and achievement motivation.

(5) Knowledge workers have a high sense of self; they are mobile and unstable.

1.3. Overview of Existing Research

Aiming at the reasons for the loss of knowledge workers in state-owned enterprises, Wang visited Shuanghui Company through literature research and questionnaire surveys. Type employees have low satisfaction with the group's current salary level evaluation, poor satisfaction with the current salary incentive effect, and no effective salary incentive system [2]. Dai and Yang took the knowledge workers of FMD company as the object and concluded through the research method of a questionnaire survey that the main reason for the resignation of knowledge workers is that they are not satisfied with the salary; therefore, they choose to leave to seek job opportunities with higher salaries [3]. Zhang studied the phenomenon of the loss of knowledge workers in CT construction companies and concluded that there are deficiencies in the design of employee career promotion channels, and insufficient employment security and satisfaction are not given, resulting in a higher turnover rate of knowledge workers [4]. Liu surveyed knowledge workers in state-owned design companies and proposed that enterprises should be people-oriented and pay attention to the spiritual needs of knowledge workers [5].

Since the 1970s, foreign management scholars first began to study the concept of knowledge workers. With the continuous improvement of related concepts, many scholars have carried out useful discussions on knowledge workers and their characteristics, greatly enriching the concept of knowledge workers. And perfect the connotation of the concept of knowledge workers. In recent years, domestic and foreign research on knowledge workers has been continuously enriched and expanded. Especially related to this paper, such as the loss of knowledge workers and the solutions, etc., have achieved rich research results. It reflects the commonality of research theory in different countries and the locality of practice in different countries. Based on the existing research, this paper studies and analyzes the main problems of the loss of knowledge workers in state-owned enterprises, design a plan to reduce the loss of knowledge workers, and puts forward corresponding safeguard measures.

This article first introduces the origin of the term "knowledge worker" and the characteristics of this type of employee so readers can better understand this type of employee. At the same time, it puts forward the status of knowledge workers in society and their importance to a company and introduces the research method of this article to readers. Secondly, it introduces the reasons for the loss of knowledge workers in state-owned enterprises and explains and analyzes them. Thirdly, discuss based on the analysis of the problems held, and put forward corresponding feasible suggestions for different problems. Finally, summarize the basic conclusions of this research, and point out the possible deficiencies and the research's basic prospect on the loss of knowledge workers.

2. Methods

2.1. Literature Research Method

The literature research method mainly relies on literature collection, identification, and arrangement. The scientific cognition of facts is formed through the research and analysis of literature. With the maturity of digital databases and information integration technology, bibliometrics rooted in literature research have increased. Literature social network analysis and digital literature research has been included in the scope of social science research and gradually become one of the main research methods in humanities and social sciences. This article mainly completes the literature search through network resources (China Journal Network, Wanfang, China Ph.D. Dissertations, etc.). In order for researchers to obtain relatively scientific and effective literature, optional software is used for cluster analysis. And it can be selectively analyzed according to the researcher's ability, manpower, and material resources to understand the research results of experts in related fields [6]. After

searching and sorting out relevant literature, we understand the reasons for the loss of knowledge workers in enterprises in different regions through the author's research methods and investigation results. Keep abreast of research advances in the field. This study summarizes the representative views and theories about the reasons for the loss of knowledge workers in state-owned enterprises and provides the necessary theoretical reference for this study.

2.2. Factor Analysis Method

Factor analysis, also known as empirical analysis, is a qualitative analysis method. This method mainly refers to investigating and understanding the required research objects, considering various factors that should be analyzed. Finally, rely on the knowledge and experience of the analysts to write the analysis results and draw the analysis conclusions. This paper analyzes the factors affecting the loss of knowledge workers in state-owned enterprises from two aspects. It is divided into internal factors of the enterprise, such as salary and benefits, performance appraisal, working environment (relationship between superiors and subordinates, relationship between colleagues), and other factors. The external factors of the enterprise involve the personal promotion of knowledge workers, as well as family and other factors. Analyzed the enterprise's internal and external aspects and proposed specific influencing factors. Finally, a comprehensive analysis is carried out to draw relevant conclusions.

2.3. Inductive Summary Method

The core of the induction and summary method is the induction and summary of knowledge and methods, essentially a process of reprocessing knowledge. Therefore, it is necessary to fully integrate all aspects of the situation, organize them, and make their expressions concise and logical. Finally, make instructive conclusions. That is to refine the key points of complex knowledge, process and reorganize it, to form a concise knowledge network system. Through summarizing knowledge and methods, the overall knowledge is systematized, organized, and visualized. Make the learned knowledge easy to understand, remember and apply. This article classifies and organizes the materials held by collecting existing documents. Learn how to reduce the loss of knowledge-based talents in state-owned enterprises, organize and summarize the experience of experts in related fields, and understand and list more influential factors. Finally, combined with the current social situation, by understanding the existing problems in state-owned enterprises, put forward corresponding proposals for different reasons, and give a prospect for future development to further reduce the loss of knowledge workers.

3. Results: Reasons for the Loss of Knowledge Workers in State-owned Enterprises

3.1. Salary and Benefits cannot Meet Personal Expectations

The salary structure embodies the relationship between different items in the company's salary system. It is also the distribution of internal salary by the company after considering the work skills and work performance of workers in different positions and divisions of labor. A complete salary structure includes salary grades, ranges, and the interrelationships between adjacent salary grades, etc. Salary is the most basic part of an enterprise's salary program. Wages depend on labor transfer prices. Enterprises can dynamically monitor and adjust the salary level of employees regarding the market level and the salary level of knowledge workers. Still, it will be stable after being determined. The biggest influencing factor for employees to leave a company is salary. One problem with the salary level of state-owned enterprises is the lack of internal and external fairness. There is a small gap in the salary level of employees within the enterprise, and there is a lack of incentives and fairness. The total wages of state-owned enterprises are controlled, so there is no external competitiveness.

Knowledge workers may face wages lower than those of enterprises outside the system, which leads to knowledge workers thinking that they are not valued, and their work enthusiasm is reduced.

Bonuses are the rewards for employees' excess labor, linked to performance appraisal, and can be divided into two parts according to different sources of bonuses: the first is the partial activation of cost wages based on the same total wages of the enterprise; the second is the expansion of wages by enterprises. The total amount is the share of the operating benefits of the enterprise. After the performance appraisal is completed, benefits can be set to encourage employees. Benefits are a form of remuneration based on the employee's status as a company member. In addition to the benefits that should be distributed to employees according to law, some parts are determined by the enterprise itself. The enterprise's self-determined benefits should meet the basic needs of employees, provide employment security for employees, and reflect the company's concern for employees. However, some enterprises fail to formulate reasonable welfare policies, and knowledge workers cannot get the benefits they deserve through their own labor, which makes employees unable to achieve happiness, reduces employees' sense of gain, and cannot improve the centripetal force of the enterprise [7].

3.2. Performance Appraisal and Personal Promotion

At present, it is found that there is a single problem in the way of performance appraisal, and the corresponding response is often not received. The assessment of each department in the enterprise focuses on some routine work, and the overall traction of performance appraisal is not enough. This kind of appraisal is only aimed at monitoring whether the work of employees is completed but is not positively related to the employee's salary, which makes it difficult to motivate employees to work. The assessment focus of each department is concentrated on some routine and daily work, and the overall traction of performance appraisal is not enough. Some appraisal tools have low adaptability and do not form a complete appraisal system. This problem is reflected in the fact that some departments within the enterprise have appraisals that are still being implemented; some departmental appraisals are completely formal only, while some departments are unable to implement them at all. The departments pay less attention to performance, and the resistance to performance appraisal promotion is higher. Managers do not create a good performance atmosphere or form a top-down pressure transmission mechanism. The appraisal program is not set with relevance, compatibility, and flexibility. The appraisal indexes are set unreasonably. This problem is manifested in that some targets are set too high and are difficult to reach. Some targets are set too low and not challenging. There are problems with the calculation methods of some instructions. It results in difficulty for people to agree on the performance results after the performance appraisal. Performance appraisal can effectively motivate employees to work. Companies can allocate a part of the salary to link with performance, and the fixed part can be used as a basic salary. In contrast, the variable part can be used as performance salary, and performance salary can also dynamically assess the transfer of employee labor. The sense of accomplishment at work and the employee's sense of responsibility are also extremely important. The two aspects of gaining the recognition of others and being reused by managers are more important to knowledge workers. Managers can also increase employees' sense of belonging through job promotion as an incentive to enhance satisfaction.

3.3. Work Environment and Interpersonal Communication

A good working environment and a harmonious working atmosphere are very attractive to knowledge workers. A poor work environment can contribute to employee anxiety and depression. If the group atmosphere is not harmonious, it will lead to low employee satisfaction. Peter Drucker once pointed out that people are opposed to being "managed" from the bottom of their hearts. Because of their strong independence and autonomy, knowledge workers prefer a more unrestricted working environment. Therefore, it is necessary to give knowledge workers the power to independently arrange work and decision-making, freely express their opinions and suggestions, and freely express their opinions and suggestions, and tolerate their mistakes at work. Create a harmonious working

environment. A good working environment, with an emotional working atmosphere, can strengthen the connection between employees, giving knowledge workers a strong sense of belonging [5].

The relationship between managers and employees is particularly important. The unclear division of labor and the difficulty of departmental collaboration are also easily overlooked. If the manager cannot solve the unexpected situation in work promptly, and let it aggravate wantonly, it will greatly reduce the trust level of employees. The authority and oppressiveness of managers on employees and the strict rules and regulations will also make knowledge workers lose their enthusiasm for work. Unharmonious relationships between superiors and subordinates, malicious belittling of employees, and satire of employees' workability will reduce the psychological benefits of knowledge workers. Unreasonable competition among employees and unfair work distribution has not been resolved, and sometimes even the results of individual knowledge workers are stolen by others. Improper handling of interpersonal relationships also makes knowledge workers consider re-choosing their work environment.

3.4. The Manager Paints Pies Frequently and PUA Appears in the Workplace

Although the invalid commitment of “pie in the sky” managers will not significantly impact employees' innovative behavior and work enthusiasm, it will significantly negatively impact trust. The long-term invalid commitment of managers is at the cost of the loss of employee trust [11]. The manager's behavior of painting “pies” is very common in real life. However, the two points of painting “pies”s reasonably and managers often overlook fulfilling promises. A reasonable picture can help knowledge workers plan a grand blueprint for promotion and salary increase and motivate them to realize their vision and move forward. This will help the business grow and help knowledge workers improve themselves. However, in order to retain employees in the workplace, managers now have many unreasonable ways of painting “pies”. Some managers formulate work tasks that are difficult to complete and make employees work endlessly and overtime with the help of large bonuses or promotions. Some managers extend the timeline and propose to work for the company for 5 years, and even 10 years later, they will get the expected return. Unreasonable work goals and long working years often reduce employee satisfaction and vision of continuing tenure. PUA in the workplace is also a common problem at present, such as constantly cracking down on knowledge workers, picking on mistakes, taking credit for knowledge workers, and managers constantly making comparisons between employees, resulting in psychological gaps among employees. The overloaded workload and unreasonable work content are given to knowledge workers, which exceeds the scope of 8 hours of work, and desperately squeezes the output of employees. When the above problems occur, tell employees that the employment form outside is very poor, and always remind employees to be grateful. There are not a few managers who have this kind of problem, and it often exacerbates the loss of knowledge workers.

3.5. Balance between Work and Family

With the development of the times, knowledge workers born in the 90s and 00s have gradually entered state-owned enterprises. In social life, this type of employee highly respects a fast-paced lifestyle. Young employees expect more change and a job with a certain degree of autonomy, and they also hope that their work will be full of challenges. At the same time, they don't like being restrained or being asked to work compulsively, and young employees will seek to eliminate the restraints. Judging from the current social development of China, most knowledge-based talents have fully adapted to change, application, transfer, and resignation, and new job opportunities have brought a lot of wealth to many knowledge-based talents. This phenomenon has led to the emergence of many employees. In addition to the group-driving effect, the brain drain problem is becoming more serious.

Unreasonable overtime will seriously affect the satisfaction of knowledge workers. Shifts (shifts, night shifts, irregular hours), frequent rework caused by non-personal factors, more temporary work, work that occupies daily life, and paid vacations that cannot guarantee rest. These problems often affect the turnover rate of employees. After statistics, it is found that most of the resigned employees

are married, and women account for a relatively high proportion. Married female employees will give more consideration to taking care of children and supporting the elderly if work and family conflict, female employees tend to choose family. Male employees usually choose to resign because they cannot spend time with their families due to unreasonable working hours [8].

4. Discussion

4.1. Enrich the Salary Incentive Mechanism and Pay Attention to the Needs of Employees

Salary is the various returns that employees receive from providing services to their companies. It also reflects the value of employees and their contributions to the company to a certain extent. Salary is the basis for an enterprise to meet the needs of employees for material life, and it is also the premise for employees to realize their survival and development requirements. If the theory of "value = price" is valid, the value of employees should be fully integrated with salary, and employee creativity is directly proportional to income. If human resources are compared to human capital, the income of knowledge workers should not only be paid. Still, it should be calculated in combination with personal capabilities, including various property rights. Therefore, if an enterprise wants to retain knowledge workers and fully mobilize their enthusiasm for knowledge workers, it must continue to enrich the salary incentives. Therefore, enterprises need to focus on two things: (1) How to integrate compensation and performance fully; (2) How to open up more value streams and continuously provide employees with new value point opportunities.

We can design an incentive salary model through two aspects. The first is to break the fixed salary system. Enterprises can further include equity and other incentives to integrate the interests of knowledge workers and enterprises, thereby strengthening the incentive effect. When the company formulates the salary incentive mechanism, it can formulate the content that employees can share the company's shares under certain conditions, closely linking employees' personal interests with the company's interests so that employees become the owners of the company. At the same time, the company actively listens to and adopts employees' opinions when making major decisions, which can enhance employees' sense of ownership so that the relationship between employees and the company is no longer a simple employment relationship but a community of closely related interests. This kind of incentive is sustainable, and the enterprise uses knowledge capitalization on knowledge workers, which can strengthen the innovation ability of employees, guide employees to delve into professional technology, and thus enhance the core competitiveness of the enterprise. Enterprises can also adopt employee stock ownership plans, allowing knowledge workers to participate in a certain proportion of shares and select a part of knowledge workers to participate in corporate decision-making, which shortens the distance between employees and enterprises. At the same time, it also effectively combines the personal interests of knowledge workers with the overall interests of the enterprise, realizes incentives for employees, and then promotes the realization of the long-term strategic goals of the enterprise [9].

The second is to add personalized services to salary content. According to the two-factor theory proposed by American psychologist Herzberg, motivating factors and hygiene factors are the two main factors that affect employee performance. Compensation and benefits are hygiene factors. If these factors cannot be met, it will increase employee dissatisfaction, reduce work efficiency, and eventually lead to employee turnover. Knowledge workers in different positions have different welfare requirements, and compensation and benefits are dynamic, so it is necessary to design compensation and benefits for them at different stages. According to gender analysis, female employees can increase the welfare content of medical and education subsidies for their children. At the same time, pay more attention to this group's family expenses subsidy benefits. Because male employees travel abroad and work more overtime, more attention should be paid to overtime and on-site subsidies for such employees. In state-owned enterprises, the proportion of local employees or employees who have settled down is relatively high, and there are many daily business trips. Holiday-

related welfare arrangements such as family leave are also conducive to stabilizing the employee team and increasing employee satisfaction [7].

4.2. Objective Management and Team Building Help Performance Culture

Set reasonable goals, pay attention to data changes, and put forward targeted suggestions. After setting work goals, managers should check regularly and solve problems that arise during work in a timely manner. Linking goals and performance to allow employees to be more fully involved in their work can help increase the autonomy of knowledge workers. Strengthening team building can provide effective training regularly, which will help continuously improve the work skills and overall quality of knowledge-based talents and improve overall performance of individuals and organizations. State-owned enterprises need to change the original training concept and mode and carry out corresponding training according to the actual situation of knowledge-based talents to tap their work potential fully. First of all, to fully cover all aspects and links of the work of knowledge-based talents, managers must carefully design the training content and plan. In this way, knowledge-based talents can regularly receive training in the latest work concepts and methods. At the same time, managers can invite well-known experts and scholars in the industry to serve as training lecturers to regularly answer employees' questions. At the same time, it is necessary to scientifically evaluate the training effect and encourage knowledge-based talents to actively participate in various training pieces so they can fully apply the training results to practical work. Finally, it is necessary to continuously increase investment in training, establish a special fund for knowledge-based talent training, and do a good job in training budgets and final accounts to ensure that the training of knowledge-based talents in the enterprise can have sufficient financial support.

4.3. Optimize the Working Environment and Build a Good Team

A good working environment is conducive to the better development of the enterprise. When employees make suggestions for the company, work efficiency will also be improved, stimulating innovation potential and ultimately affecting employees' mental state. The good mental state of employees is related to the vitality, economic benefits, and development direction of the enterprise. Therefore, when an enterprise provides a workplace for knowledge workers, it should consider the cultural atmosphere and team atmosphere formed in the workplace, which should be harmonious and stable. Knowledge-based talents have higher requirements in the working environment, so state-owned enterprise managers should establish a people-oriented management concept and create a relaxed and harmonious working atmosphere for knowledge-based talents to fully meet their requirements for the working environment. The management of knowledge-based talents in state-owned enterprises should focus on guidance, coordination, and supervision so that knowledge-based talents can realize self-supervision in actual work and avoid excessive system management that reduces their enthusiasm and initiative in work. For knowledge-based talents in some key positions, you can consider implementing a flexible working mechanism, focusing on assessing their work results so that they can have more autonomy in the work process and achieve efficient arrangement and use of working time. Finally, state-owned enterprises should continue to shape a good corporate culture, build a learning organization with knowledge-based talents as the main group, continuously increase the importance of knowledge-based talents, and encourage knowledge-based talents to be creative in various tasks [10].

4.4. Paint "pie" but also Make "pie" Prevent PUA in the Workplace

The "pie" needs to be used rationally. A successful "pie" can enhance employees' enthusiasm and drive the enterprise's development. Managers' trust in employees and work enthusiasm play a role in promoting the relationship between spiritual motivation and employees' innovative behavior. Enterprises can link the development vision with the development plan of employees. Leaders should be good at describing the bright prospects for the organization's future development and individuals for employees so that employees realize the importance of themselves in the development of the

enterprise and stimulate their enthusiasm for work, thereby encouraging employees to generate innovative behavior. At the same time, managers should pay attention to the proper use of spiritual incentives for knowledge workers and reject all forms of PUA. Recognizing, respecting, and encouraging employees can create an atmosphere of mutual trust, enhance employees' sense of identity and trust in the enterprise, and facilitate the generation of employees' innovative behaviors. To put an end to ineffective painting, leaders should clarify the boundaries between spiritual incentives and invalid commitments when motivating knowledge workers and reasonably grasp the methods and scales of incentives. Do not exaggerate the expected effect when motivating, and adjust the incentive strategy in a timely manner according to the demands and feedback of employees. Try to avoid making unfulfilled promises to employees, and pay attention to cultivating employee trust and loyalty [11].

5. Conclusion

5.1. Findings

With the progress of the times and the development of the economy and society, the average length of education in the world continues to grow, and knowledge information is widely developed. The team of high-level intellectuals with knowledge workers as the main body continues to grow. The role played by knowledge workers in the overall development of enterprises is also becoming more and more important. Knowledge workers are different from ordinary employees. Scientifically and rationally, formulating a salary incentive plan for this group is an important basis for the sustainable development of state-owned enterprises. Enterprises must recognize the importance of knowledge workers for enterprise development and attract, retain, and motivate talents through perfect salary incentives. According to the characteristics of knowledge workers, enterprises should organically integrate the needs of knowledge workers with the future development goals of the enterprise from multiple dimensions so that the interests of the two can be highly consistent. Only in this way can the enterprise effectively stimulate the fighting spirit of knowledge workers, exert the lasting effect of incentives, enhance the sense of identity of knowledge workers to the enterprise, and then promote the sustainable and stable development of the enterprise.

The "pie in the sky" phenomenon in the workplace is inevitable. Still, managers should avoid invalid "pies", not exaggerate expected results when motivating, and adjust incentive strategies in a timely manner according to employees' requirements and feedback. Managers should pay attention to the correct use of employees' spiritual incentives. Managers should be good at describing employees' bright prospects of organizational and personal development, making employees realize their importance in the company's development, and stimulating their enthusiasm for work. Managers can also create an atmosphere of mutual trust for employees through recognition, respect, and encouragement, enhance employees' sense of identity and responsibility to the enterprise and stimulate employees' innovative behavior.

5.2. Limitations and Future Studies

First, the salary incentive method cannot be single and fixed and needs to be adjusted in time with social development and enterprise changes. In the future, it should be continuously improved according to changes in economic development, market environment, information change, group strategy, and personality characteristics of knowledge workers.

The second is to improve the salary incentive system continuously. In the future development of enterprises, short-term evaluation can be used for salary incentive evaluation. Short-term evaluation has a certain timeliness and applicability, which is conducive to promoting the continuous improvement of the salary incentive system.

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