

# Analysis and Countermeasures On the Reasons of Employee Departure in Small and Medium-sized Private Enterprises

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**Abstract:** In recent years, China's small and medium-sized private enterprises have developed rapidly, providing more employment opportunities for people, but the phenomenon of personnel leaving small and medium-sized private enterprises in China is becoming more and more serious, and personnel leaving will increase the replacement cost of enterprise human resources, destroy the cohesion of the enterprise, and affect the development strategy of the enterprise, the problem of personnel leaving has become a big problem for small and medium-sized private enterprises in China. Excessive staff departures reflect the poor human resource management of small and medium-sized private enterprises in China, which can make enterprises pay high human costs. In this paper, we analyze the reasons for the separation of small and medium-sized private enterprises in China, and propose corresponding measures to solve the problem, hoping that small and medium-sized private enterprises in China will pay attention to the problem of personnel separation, and the phenomenon of excessive personnel separation can be improved.

**Keywords:** Small and medium-sized private companies, Employee turnover, Countermeasures.

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## 1. Reasons for Personnel Leaving Small and Medium-sized Private Enterprises in China

### 1.1. Competing companies offer more attractive conditions

Small and medium-sized private enterprises in China are mostly "fast-food" in and out of the staff, frequent staff turnover also allows enterprises to ignore the management of talent, the face of the staff does not pay attention to the departure of the staff, more will not care about the departure of staff to go. This also makes China's small and medium-sized private enterprises lack of outstanding talent, because enterprises do not pay attention to retaining talent, when the competition is willing to provide more attractive salary conditions than the existing salary, to provide higher promotion opportunities, development platform and a better working environment, most employees will be moved, as the saying goes, people go up, water flows down, when the competition to provide employees with more attractive After all, after meeting the basic living conditions, people need to start pursuing the realization of self-worth, and will certainly choose a platform that can bring out their abilities.

### 1.2. Unsatisfactory remuneration and benefits

When it comes to the reasons for leaving, a topic is inevitably inevitable, that is, the issue of salary and treatment, the ultimate core of work is just to earn money, and the employment threshold of small and medium-sized private enterprises in China is low, and has become the first object of public employment, but after working for a period of time, when there is a certain amount of work experience and work experience, will think about whether the salary and pay to match the problem, after all, small and medium-sized private enterprises in China After all, most of the employees of small and medium-sized private enterprises in China have a salary level far below the average salary in the province and city, and

even if they reach the average salary, they still can't meet the consumption needs, so most of the people in small and medium-sized private enterprises in China leave because the highest percentage of the factors is the salary is not ideal.

In addition to unsatisfactory salary, welfare treatment is also an important factor affecting the departure of personnel, people now have high requirements for welfare treatment, however, China's small and medium-sized private enterprises lack of quality welfare treatment, such as in the five insurance, a pension, double weekend, holiday gifts, annual leave, travel, outdoor activities and so on can not meet the staff, which will also make employees feel tired. The lack of funds has always been a major problem among small and medium-sized private enterprises, most of which invest their funds in business operations, and in terms of welfare benefits, in addition to the five insurance and one gold fund explicitly provided for by national law, are basically stepping on the red line of the legal provisions, and even overtime wages on holidays are not always paid in full, let alone travel, outdoor activities and other welfare benefits. The lack of satisfactory welfare treatment in the high-intensity work will also make employees feel depressed, so the unsatisfactory welfare treatment of small and medium-sized private enterprises in China will also make some employees choose to resign.

### 1.3. Work Atmosphere Not good

In almost any organization, there are a few difficult characters who seem to exist for the purpose of destroying interpersonal relationships and affecting the work atmosphere, and who go around making things worse, spreading rumors and destroying the harmony within the organization. A good working atmosphere is one of the employees' career aspirations, and a poor working atmosphere is the public's impression of China's small and medium-sized private enterprises. The lax management system within China's small and medium-sized private enterprises, the informal organization of gangsters within the enterprise can lead to employees not being able to dovetail well at work, and even

the situation of oppressing people with power and not distinguishing between public and private, and the disputes that arise between employees on work issues, but because of personal perceptions Or one's own interests to manipulate power, crowding, etc., which will only allow employees to focus on interpersonal relationships within the enterprise, while ignoring their own work should have been done. This will also give many people who are lazy and selfish the opportunity to do whatever they want. For most employees who want to work seriously, especially those who have just joined the company, it is very difficult to adapt to such a working atmosphere.

#### **1.4. Lack of promotion space and development opportunities**

In the contemporary socio-economic conditions, people have basically satisfied the physiological needs, and according to Maslow's hierarchy of needs theory, people will turn to the pursuit of self-worth in the important position of career, because most employees have certain expectations for their career, they hope to get training in the enterprise, get promoted, get career development and development. However, many small and medium-sized private enterprises in China do not fully understand the significance and importance of training talents, do not fully realize that there is more value to be discovered in training talents, neglect the training of employees' own vocational ability, only the use of vocational ability training funds as a kind of futile investment costs, but not its development as a long-term goal for investment, which also blocks the development opportunities of employees This also blocks the development opportunities of employees and makes them work mechanically without improving their abilities. At the same time, most small and medium-sized private enterprises in China have a monopoly of information, that is, a serious family management model, which means that the development of the enterprise relies on a very small number of people to decide, the boss nepotism concept of the bondage of the management decision-making layer are introduced to friends and relatives, which also means that there is no "back door" staff will always be only Grassroots staff, there is not enough space for promotion and development opportunities, the career prospects of employees are limited to a certain extent, which has the ability of many employees lost a lot of due promotion opportunities, not up to their own expectations, which also allows many people choose to leave.

#### **1.5. The content of the work is not in line with your development plan**

China's small and medium-sized private enterprises in personnel recruitment management is not a lot of energy invested in recruitment are not developed job responsibilities and job personnel requirements on the haphazard recruitment, and many employees in the choice of their own work, uphold the concept or goal is not the same. Each person is in a different background and the actual situation, the ideas generated are also different. Some people hope to play their abilities in the workplace to achieve self-worth; some people do not know their career direction, constantly changing jobs to find a suitable career; some people work in order to muddle through. Therefore, small and medium-sized private enterprises in China randomly recruit staff will lead to employees do not do their jobs well, the ability of staff and job requirements do not fit, so that employees can not play

out their abilities, but also affect the efficiency of the enterprise, so the departure is sooner or later. Jobs and employees do not match the ability of small and medium-sized private enterprises in our country, the staff left a relatively large proportion of the situation, after working for a period of time employees will feel the strain, the content of the work and their own development plans do not match, in order to achieve their career choice to leave.

## **2. China's Small and Medium-sized Private Enterprises Personnel Leaving Countermeasures**

### **2.1. Build corporate culture and enhance employees' sense of identity with the company**

Small and medium-sized private enterprises in China always complain about the problem of staff leaving, in the face of staff leaving only think about how to reduce the rate of staff leaving or how to recruit new staff, but did not think about how to make employees willing to stay. Let employees do not go and let employees willing to stay are two completely different concepts, small and medium-sized private enterprises in China itself there are many internal shortcomings, compared to other enterprises want to retain employees naturally more difficult. If there are people with outstanding ability in the enterprise, then there are bound to be other competing enterprises also want to get excellent talent resources, so the market will exist headhunting companies, only to do employees have a sense of identity with the enterprise, in the face of competition to dig people to retain employees, and want to enhance the identity of employees to the enterprise, first of all, you need to build a good corporate culture, because most of our small and medium-sized private enterprises are missing belong to own corporate culture. Although the values of each employee is different, and their own internal culture can not be completely compatible, but small and medium-sized private enterprises in China can find the internal culture of the enterprise and the common denominator of the values of employees, and enlarge the common denominator, so that employees identify with the corporate culture, so as to enhance the sense of identity of employees to the enterprise, so that there is a real opportunity to make our employees are willing to really stay, reducing the staff left or jump ship to other competitive enterprises and the possibility of risk.

### **2.2. Pay attention to the management of compensation and benefits, to solve the worries of employees**

Provide competitive salary package and develop a differentiated welfare system. Compensation management has always been regarded as an indispensable part of enterprise human resources. Establishing a perfect and sound enterprise compensation management system not only means that it can effectively motivate employees' enthusiasm for work, retain outstanding talents and maximize the value and benefits of enterprise human resources, but also means that it can effectively increase employees' recognition of the strategic goals of enterprise development, making the efficiency and Profit and staff income are to achieve the win-win enterprise development goals. Although China's small and medium-sized private enterprises are cash-strapped, but

this can not be the reason for withholding staff wages, in order to retain the talent resources in the enterprise, China's small and medium-sized private enterprises should be based on their own situation and strength, as far as possible to provide a competitive salary. Each type of employee's current urgent needs are different, before the development of differentiated welfare treatment can be divided into all employees, backbone and upper-level employees, employees in difficult life, etc.. For example, for all employees, we can ensure that employees have a relatively safe working environment and meet safety needs through pension insurance, maternity insurance, housing fund, work injury insurance and other welfare measures encouraged by national policies. For backbone and upper-level employees, they pursue social needs and self-fulfillment needs, and can provide such employees with opportunities to go out for study, provide publicly funded travel and other programs. For employees who have difficulties in life, more financial support should be provided to employees, such as economic welfare subsidies and arranging group dormitories to alleviate the cost of renting housing for such employees.

In short, China's small and medium-sized private enterprises according to their own ability to develop differentiated welfare benefits for employees can make employees feel the care of the company, enhance the satisfaction of the company, thereby reducing the number of personnel leaving.

### **2.3. Simplify interpersonal relationships within the enterprise**

The interpersonal relationship within the enterprise is a direct factor that determines the working environment and atmosphere of the enterprise, good interpersonal relationship within the enterprise can be more effective in allowing the enterprise employees to work better in a harmonious atmosphere and environment, such a working environment and atmosphere to effectively improve the actual efficiency of the enterprise employees, to ensure the efficiency and quality of work within the enterprise. And this is actually the lack of small and medium-sized private enterprises in China, so it requires small and medium-sized private enterprises in China to always pay great attention to the improvement of interpersonal relations within the enterprise staff, the establishment of a harmonious interpersonal relationship between employees, so that the interpersonal relationships of small and medium-sized private enterprises in China is more simple. The most important thing is to cultivate the team consciousness of the staff, so that the staff in the work of solidarity, mutual help, to the benefit of the enterprise as the priority without bringing personal emotions, small and medium-sized private enterprises in China, the staff does not have a team consciousness, like to fight, only to let the staff realize that the enterprise is a group rather than an independent individual, so as to make the interpersonal relations in the enterprise simpler, to stimulate the enthusiasm of the staff to work, to improve efficiency, but also to avoid the staff because of the interpersonal relations of small and medium-sized private enterprises. Improve the efficiency of work, but also to avoid the staff because of the work atmosphere and leave the hook.

### **2.4. Strengthen training and provide necessary promotion space and growth opportunities for employees**

In today's society, the vast majority of personnel have certain plans and expectations for their careers, and the purpose of working is not only to make money, but also to improve their abilities, rather than working mechanically. However, small and medium-sized private enterprises in China have neglected the training of employees in this segment, and the training opportunities and re-learning opportunities provided by the organization to employees is one of the important factors affecting the departure of personnel. Therefore, small and medium-sized private enterprises in China can ensure the synchronization of staff and enterprise development through the implementation of training and development. Another point is that the family-style management model of small and medium-sized private enterprises in China mentioned earlier makes employees who are recruited from outside lose promotion opportunities, and due to the general improvement of living standards nowadays, more and more employees are pursuing self-fulfillment, and the development space and growth opportunities become important criteria for them to choose the enterprise. Therefore, to retain talent must strive to provide promotion space and growth opportunities for employees, small and medium-sized private enterprises in China must keep pace with the times to attach importance to the management model, the first should break the family management model, regular assessment of employees in the enterprise in terms of work ability and personnel quality, the implementation of open and fair assessment of employees, to provide a fair competition for all employees to promote the platform. So that employees can clearly see their promotion space and understand the opportunity to grow and develop with the enterprise.

### **2.5. Do a good job of talent recruitment management and choose the right people to enter the enterprise**

China's small and medium-sized private enterprises in the recruitment of this section is relatively lax, the requirements of the candidates are not very high, so the recruitment of personnel and positions often do not fit the situation, which also greatly increases the separation rate of the enterprise, so do a good job of talent recruitment management, choose the right person to assume the right position is very important to avoid employees after working for a period of time feel that the work engaged in and their own planning Do not choose to leave. China's small and medium-sized private enterprises in the recruitment process is not strict enough, before the recruitment should first develop the job responsibilities of each position, clear recruitment of the position of the ability of the personnel requirements of the position, on this basis and then carry out the recruitment of personnel; in the recruitment of job seekers to provide detailed requirements of the position and the ability and intention of the job seekers to investigate, strict control of personnel entry, not as long as there is a job seeker to accept, must ensure that The personnel who enter the enterprise agree with the work of the position. Good talent recruitment management is an important way for small and medium-sized private enterprises in China to reduce the number of staff departures, and to select the talent who agree with the corporate culture and are suitable for the job to ensure the stable development of the enterprise. To

reduce the number of staff departures and improve employee satisfaction is not a one-time job or a one-off project, good talent recruitment management and choosing the right people to enter the enterprise is the first step to reduce the number of staff departures in small and medium-sized private enterprises in China.

### 3. Conclusion

In short, the survival and development of small and medium-sized private enterprises in China is always inseparable from the efforts of all employees, to reduce the number of employees leaving small and medium-sized private enterprises in China, to improve the trust and loyalty of all employees to small and medium-sized private enterprises is urgent and extremely important, so the development of small and medium-sized private enterprises in China want to retain talented people must be through a comprehensive all-round in-depth consideration, continuous analysis of the enterprise Practitioners leave the possibility and reasons, and develop measures to retain talent in line with their own enterprises to pay the actual action, so as to reduce the turnover rate, so that enterprises can continue to develop.

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