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HOW TO STOP THE LOSS OF HUMAN RESOURCES, WITH THE EXAMPLE OF TC IN CHINA*Abstract:*

This thesis is set in the context of TC Company and aims to analyze the strategies tailored to reduce the loss of valuable talent. This thesis utilizes a quantitative research methodology by collecting data through a questionnaire survey of the company's employees. The study dissects the numerous factors that contribute to employee turnover, which include issues such as job dissatisfaction, limited career prospects, unsatisfactory remuneration packages and poor organizational culture.

Key words:

Human resource management, employee turnover, prevention strategies.

Against the backdrop of globalization and intensified market competition, human resources have become the core competitiveness of enterprises, especially crucial for fast-growing Chinese companies. However, as the economy develops and the labor market changes, employees' expectations of their jobs are also changing, leading to the problem of brain drain. This study takes a Chinese company as an example to explore the talent attraction and retention challenges it faces. Despite offering competitive compensation packages and a good working environment, the high turnover rate of key positions and technical backbones affects the company's operations and development. Using an employee questionnaire, this study aims to analyze the factors that influence human resource turnover and reveal the motivations and reasons for employee turnover in order to develop strategies to improve employee satisfaction, reduce turnover, build a stable talent pool, and ensure that the company remains competitive in the marketplace. This study not only helps to improve the human resource management of a specific company, but also provides a reference for other companies in their management decisions and has a wide range of theoretical and practical significance.

Human resource turnover, especially the turnover of knowledge-based employees, has been a hot issue in the research of management and industrial psychology. Scholars have analyzed the drivers of employee turnover from different perspectives and proposed a series of coping strategies. The following is a review of related literature, which summarizes the key factors affecting HR turnover and the existing strategies to stop it.

Key Factors

Compensation and Benefits: several studies have shown that compensation and benefit packages are important factors influencing employees' willingness to stay. An opaque compensation system or a perceived sense of unfairness can lead to employee turnover. [1]

Career Development and Promotion Opportunities: Lack of opportunities for career growth and development is seen as a major cause of employee turnover. Lack of clarity about promotion paths or scarcity of promotion opportunities can reduce employees' job satisfaction and organizational commitment. [2]

Work stress and work-life balance: Excessive work stress and difficulty in balancing work and private life are widely recognized as triggers of employee turnover. Prolonged high-pressure work environments may lead to burnout, which may lead employees to consider leaving the company.

Company culture and values: A mismatch between company culture and employees' personal values can affect employees' sense of belonging and may prompt employees to choose to leave.

Management leadership style: management's leadership style and decision-making ability have a significant effect on employee satisfaction and retention intentions. Inclusive and high emotional intelligence leadership styles usually increase team cohesion and employee loyalty.

Pre-existing deterrent strategies

Competitive compensation system: establish a market competitive compensation system and offer a rich package of benefits to match employee expectations and needs.

Career development planning: Provide employees with clear career path planning and continuous learning and development opportunities to enhance their long-term commitment to the organization.

Job redesign: Reduce job stressors, improve the work environment, and promote work-life balance through job redesign.

Positive Company Culture Shaping: Foster a positive company culture that emphasizes the value of employees and enhances their sense of involvement and belonging.

Intensive leadership training: Training management in leadership and management skills to improve their ability to motivate employees and deal with complex interpersonal relationships.

In order to gain an in-depth understanding of the human resource loss problem in a Chinese company and explore effective prevention strategies, this study adopted a quantitative research method. The research sample was selected from all employees of a company in China. In order to ensure the representativeness of the sample, a stratified random sampling method was used to ensure that employees of different job levels, departments and work natures were included. Finally, 120 valid questionnaires were obtained.

Based on the results of the questionnaire survey, the following is an analysis of the impact of various factors on employees' willingness to stay:

- Providing competitive salary and benefits can effectively reduce employee turnover rate. The majority of employees (more than 47%) have a positive opinion of the benefits provided by the company, but about 19% of employees think it is poor.
- Good career development opportunities and promotion paths are crucial to reducing the loss of human resources. More than 44% of employees are satisfied with the career development and promotion opportunities provided by the company, but about 20% of employees are dissatisfied.
- Improved work-life balance helps increase employee satisfaction and loyalty. The majority of people (over 66%) believe that their company supports work-life balance, but about 22% of employees are still dissatisfied.
- Strengthening corporate culture and enhancing employees' sense of belonging can reduce employee turnover. More than 77% of employees agree with the company's culture and values, indicating that company culture has a significant positive impact on their willingness to stay.
- Management's leadership style and management quality are key factors affecting employee retention. The majority of employees (about 68%) believe that management's leadership style is relatively or generally effective, indicating that the leadership style needs to be improved.
- Satisfaction with the working environment and facilities is positively related to employees' intention to stay. More than 52% of employees are satisfied with the office environment, but about 20% are dissatisfied.
- Regular employee training and continuing education programs promote employee growth and reduce turnover. Nearly 49% of employees are satisfied with the training and learning opportunities provided by the company, indicating that training is helpful for career development.
- Effective internal communication mechanisms can improve employee job satisfaction and organizational commitment. About 57% of employees believe that the company's internal communication process is smooth, but about 18% of employees think that it is not smooth or not smooth at all.

To sum up, the company is doing well in keeping employees employed, but there are still some areas for improvement. Particularly in areas such as leadership style, work-life balance, and internal communications, companies should consider taking steps to improve overall employee satisfaction and retention.

Conclusion

The key findings of this study emphasize the importance of offering competitive compensation and benefits, good career development opportunities, work-life balance, enhanced corporate culture, management leadership style, work environment and facilities, regular employee training, and effective internal communication in reducing employee turnover.

Specifically

More than 47% of employees have a positive view of the benefits package offered by the company, but about 19% think it is poor, indicating that improving the benefits package is one of the key factors in retaining employees.

More than 44% of employees are satisfied with the company's career development and advancement opportunities, but about 20% are still dissatisfied, indicating a need to further improve career paths to minimize human resource turnover.

The majority (over 66%) believe the company supports work-life balance, but about 22% of employees are dissatisfied, pointing to room for improving work-life balance.

More than 77% of employees agree with the company's culture and values, indicating that strengthening the company's culture can help reduce employee turnover.

About 68% of employees believe management's leadership style is relatively or generally effective, suggesting that improving management quality may be an important way to increase retention.

More than 52% of employees are satisfied with the office environment, but about 20% are dissatisfied, suggesting that improving the work environment may further contribute to employees' retention intentions.

Nearly 49% of employees are satisfied with the training and learning opportunities provided by the company, emphasizing the value of continuing education in career development.

About 57% of employees believe that the company's internal communication processes are smooth, while about 18% believe that they are not too smooth or not smooth at all, pointing to room for improvement in internal communication mechanisms.

Suggestions for future research and practice

Companies should regularly evaluate and adjust their compensation and benefit systems to ensure they meet market standards and fulfill employee needs.

Develop clear career development plans and promotion paths to provide employees with growth opportunities and motivation.

Adopt flexible working systems and measures, such as teleworking and flexible working hours, to improve employees' work-life balance. [3]

Strengthen corporate culture and enhance employees' sense of belonging and loyalty through group building activities and internal exchanges.

Provide leadership training to management to improve their management ability and team motivation skills.

Optimize the working environment and provide safe, comfortable and inspiring office space.

Set up continuous vocational training programs to help employees upgrade their skills and adapt to change.

Enhance internal communication and use technology to optimize the flow of information and ensure that employees' opinions and feedback are heard and incorporated in a timely manner.

By implementing these recommendations, companies can better retain talent, increase employee satisfaction and organizational commitment, and thus maintain an edge in a competitive marketplace.

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