

Research on Personnel Turnover of Beijing Qinghu Software Limited Company

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Abstract: With the improvement of China's economic level, the loss of enterprise personnel is very common. The large number of personnel loss in Internet enterprises has aroused more and more attention. No matter any enterprise, human resources are extremely important, an enterprise without human resources can not be said to have core competitiveness. Human resources also affect the trend of enterprises. Due to the rapid development of the Internet, the phenomenon of staff loss is quite obvious. It is of great significance to analyze the reasons of personnel turnover and put forward corresponding solutions for the sustainable and healthy development of relevant enterprises. Software co., LTD., Beijing green lake as the research object, analysis software co., LTD., Beijing green lake personnel loss situation, influence and reason, through on-the-spot investigation method and interview method, and other forms, from the external environment factors, internal factors and their employees, and other Angle, analyze the root cause of the high staff turnover rate, Then put forward the concrete measures to reduce the loss of personnel in Beijing Qinghu Software Co., LTD. Namely, enterprises should improve the system of performance evaluation, compensation system reform, strengthen the employees' career training, build scientific promotion mechanism, strengthen enterprise culture construction work together, should not only focus on employee's work ability, but also pay attention to employees for the identity of the enterprise, let employees to wuxi, proud of working in the enterprise, reduce staff turnover. At the same time, attracting more excellent employees to join the company aims to effectively reduce staff turnover, enhance the level of human resource management, and provide reference for similar companies to deal with staff turnover.

Keywords: Staff Turnover; Human Resource Management; Beijing Qinghu Software Limited Company

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1.Introduction

1.1 Research background

Nowadays, the Internet plays an important role in our daily life, and our life is inseparable from the Internet. The competition among Internet companies is becoming more and more fierce. As the main part of enterprises, employees play a particularly important role in the competition of Internet enterprises. Employees in an enterprise can move freely. When employees are dissatisfied with the enterprise, they will leave the existing enterprise, which will lead to the loss of personnel, increase the operating cost of the enterprise, hit the morale of employees and weaken the competitiveness of the enterprise. The brain drain of enterprises will do great harm to enterprises. Therefore, how to keep employees in the enterprise has become a key factor for the sustainable and healthy development of the enterprise.

1.2 The purpose and significance of the study

Employees create wealth for enterprises, which is also an important part of enterprise development. The competition between enterprises is, in the final analysis, the competition between people. With excellent employees, you can be in an advantageous position in the industry competition and then succeed. Therefore, we should start with the brain drain of enterprises, analyze the factors that cause brain drain, and make targeted suggestions to reduce the probability of brain drain of enterprises and make enterprises succeed in the competition.

This paper will take Beijing Qinghu Software Co., Ltd. as an example, through studying the staff turnover of Beijing Qinghu Software Co., Ltd., analyze the reasons and put forward countermeasures to reduce the staff turnover rate.

1.3 Literature review

1.3.1 A summary of foreign research

The research on the brain drain of enterprises in western developed countries is earlier, which can be traced back to the beginning of last century. Scholars have studied the brain drain from different angles and obtained some results:

Maslow's hierarchy of needs theory holds that human needs are divided into physiological needs, security needs, social needs, respect needs and self-realization needs, and these needs are ascending step by step. This theory can effectively combine people's needs with enterprise personnel management measures under the background of the continuous improvement of people's material living standards in China, and provide reference for enterprises to formulate relevant current and human resource management measures.

Herzberg (1965), an American psychologist, put forward the theory of two factors, namely, incentive factors and health care factors, which have a restrictive effect on the development of enterprises. Incentive factors are satisfaction factors, which make people feel satisfied and motivated, such as personal achievements, job promotion, rewards, etc. Health care factors, that is, dissatisfaction factors, refer to factors other than work, such as employees' working environment, enterprise policies, and colleagues' relations. The two factors will have different effects on employees, and the incentive factors can motivate employees to exert their potential, improve work efficiency and bring satisfaction. However, health care factors can not bring satisfaction, but can only eliminate the negative emotions of employees. Enterprises can comprehensively use incentive factors and health care factors according to their own conditions, so as to improve the job satisfaction and performance of employees and reduce the turnover rate.

Muchinsky and Morrow(1980) analyzed the problems related to negative brain drain, and put forward that the factors affecting brain drain mainly include the following three factors: work-related factors, personal factors and economic factors. These three factors correspond to the organization, the personal quality of employees and the external economic environment. MichaelE(2006) thinks that the problem of brain drain can be solved through incentives. When employees are in the burnout period, enterprises can improve their work enthusiasm through various incentives, such as making appropriate improvements to the enterprise performance appraisal system, directly linking employees' performance with employees' performance, or making targeted career plans for employees.

Kumar and Shekhar (2012) selected employees of India's Polybydron Pvt.Ltd as the research objects, and used questionnaires and interviews to study their loyalty to the enterprise. The results show that employee loyalty will be seriously affected by organizational factors, and organizational reward policy, organizational culture and organizational flexibility are the most important influencing factors.

Eisenberger (2013) believes that the factors that affect employees' loyalty include organizational identity, and employees must express their recognition of the company from the bottom of their hearts before they are willing to pay more and harder work for the company.

Soojin kim (2017) and others believe that the relationship between organizational employee relations and just organizations is positively correlated. The factors that have a negative correlation with employee turnover tendency mainly include the quality of organizational employee relations and organizational fairness.

Nivetha Santhanam (2017) and others believe that even if the human resource management of an organization has been improved, the violation of psychological contract will still lead to employee turnover.

In a word, most of the research on employee turnover abroad examines the factors such as salary, training, labor market structure, unemployment rate and so on from the macro level. Because China's national conditions and market development are different from those of foreign countries, we can't copy the theory directly, but should make a concrete analysis according to China's characteristics.

1.3.2 Summary of domestic research

Chinese scholars started their research on brain drain late. At the beginning, they only paid attention to the translation of foreign research. However, with the rapid development of China's economy, the turnover of personnel within enterprises is becoming more and more frequent, which makes domestic scholars deeply discuss the problem of brain drain and set off an upsurge in China.

Research on the influencing factors of brain drain:

Liu Hongxia (2016) believes that the space for personal development is relatively small, and employees find it difficult to make progress; The imperfect incentive system can't effectively improve the work efficiency of employees, which are the main reasons for the brain drain.

Tong Lingling and Ding Mengmeng (2016) proposed that the social credit mechanism needs to be further improved, which is also one of the reasons for the brain drain. China's market economy is developing faster and faster. In the market economy, "keeping promises and honoring contracts" is very important for China's economic development, and social credit is composed of everyone's personal credit. John Wen Jia (2018) and others suggested that the reasons for the brain drain of enterprises also include corporate culture, and enterprises with good corporate culture are often more attractive to employees. In addition, for most post-90s people, they will pay special attention to the corporate culture of recruiting enterprises when applying for jobs, hoping to work in enterprises that are more in line with their own pursuit of corporate culture. Guo Yue (2019) believes that for private enterprises, the reasons for brain drain include the following aspects: absolute power, cronyism, too little welfare, imperfect incentive mechanism, single management method, and lack of attention to talent training. Sean (2021) considered the reasons of staff turnover from two aspects: internal factors and personal factors of employees. Through comprehensive analysis, it was concluded that the reasons affecting staff turnover included age, working years, living conditions and resignation experience.

Research on the countermeasures of brain drain:

Zeng Siqun (2017) and others believe that the most important thing for employees to participate in the work is salary, so in order to attract employees, it is necessary to increase the salary of employees first, and then provide employees with more room for promotion. He ye (2018) believes that enterprises need to pay attention to the setting of posts, which is conducive to further improving labor cost efficiency. Lang Xiaobo (2018) believes that business leaders need to pay attention to the ideological fluctuation of employees and give them enough care, not just the performance of employees. When employees encounter difficulties in life, they should provide necessary help and care to improve their sense of identity with the enterprise, which is also a means to solve the brain drain. Wang Yu (2019) believes that corporate cohesion can be reflected through corporate culture. With a good corporate culture, it is easier to attract and retain employees. Li Meng (2019) believes that spiritual motivation plays a beneficial role in personnel stability. Zhu Jing (2019) proposed that enterprises should pay attention to the development space of employees and create more promotion opportunities for outstanding talents, which will help employees to better plan their careers and effectively prevent seniority. Fan Qin's (2021) research shows that brain drain will cause cost loss to enterprises, which will lead to the decline of the company's cohesion and affect the company's image. And put forward a series of solutions. Wang hong (2021) studied the reasons for the brain drain of state-owned enterprises and put forward solutions. Zhang Chen (2021) analyzed the brain drain problem of Company B, and put forward corresponding solutions by combining the incentive theory, salary and welfare theory and organizational culture theory.

1.3.3 literature review

By analyzing the above research results, we can find that most scholars study the brain drain of large and medium-sized state-owned enterprises, and the data of these enterprises may be relatively complete and of great significance. However, with the development of economy, some private Internet enterprises have made great contributions to China's national economy, and

the brain drain problem of these enterprises is very serious, but few Chinese scholars have studied it. Based on the theoretical results of brain drain at home and abroad, combined with the characteristics of Chinese enterprises, it has become the focus of current academic circles to discuss the problem of brain drain. In this paper, it is of great practical significance to study the current brain drain in the Internet industry.

1.4 Research contents and methods

1.4.1 Research content

Specifically, this paper studies from the following aspects: First, introduce the characteristics of the Internet industry, and point out the status quo and human resources of Beijing Qinghu Software Co., Ltd..

Second, in view of the staff turnover of Beijing Qinghu Software Co., Ltd., the reasons for the staff turnover are analyzed from three aspects: external environmental factors, enterprise management factors and personal factors of employees.

Third, based on the analysis of the reasons for the brain drain of Beijing Qinghu Software Co., Ltd., some suggestions are put forward to reduce the brain drain, which can provide some reference for other companies in the Internet industry.

1.4.2 Research methods

Literature research method

Based on the existing research, referring to a large number of relevant documents on personnel flow, and combining with relevant case analysis, this paper sorts out and summarizes relevant documents, and points out the research direction and focus of this paper.

Field investigation method

In this paper, Beijing Qinghu Software Co., Ltd. is selected as the research object, and according to the data of staff turnover of Beijing Qinghu Software Co., Ltd., the reasons for staff turnover are analyzed and the corresponding countermeasures are put forward.

Interview method

In the process of empirical research, through interviews with the employees of Beijing Qinghu Software Co., Ltd., more direct, specific and real first-hand information can be obtained.

2. Basic concepts and related concepts

2.1 The concept and characteristics of brain drain

2.1.1 “Brain drain” concept

Brain drain is also called Employee Turnover, which is employee turnover in English. Generally speaking, there are two different definitions in broad sense and narrow sense. Broadly defined as: the change of an individual's status as a member of an organization refers to the transformation of employees from one working state to another. In a broad sense, “brain drain” is “personnel flow”, that is, the process of employees leaving their original jobs and moving towards new jobs.

In a narrow sense, it is defined as: people who get paid from the company break the relationship with the company, that is, based on the principle of position, the change of personnel in the organization caused by the change of employees' positions, also known as “job hopping”. In a narrow sense, “personnel flow”, that is, “brain drain”, that is, employees leave their jobs voluntarily, not because of the company's will. In order to reduce the brain drain, enterprises will take many measures to prevent the brain drain, thus reducing the brain drain.

2.1.2 Types of “brain drain”

Brain drain can be divided into two categories: overt brain drain and covert brain drain. If an employee resigns because of dissatisfaction, this actual loss is called “obvious loss”. If an employee is not satisfied with his job, but he doesn't leave, he slacks at his post, which is called “hidden drain”. The negative impact of this hidden loss on enterprises is usually difficult to detect, so its destructiveness is greater than the obvious loss.

2.1.3 “Brain drain” characteristics

First, the group. On the one hand, the lost employees have group characteristics. On the other hand, it refers to the collective loss behavior. Such a loss will make the company lose its competitiveness and even face the danger of bankruptcy. Recently, one of the main characteristics of talent flow within enterprises is “collective resignation”. Instead of decreasing, the situation

of these technical backbones and middle and senior executives collectively jumping ship is increasing and spreading all over the company.

Second, profit-seeking. This is that the employee's resignation is directly related to his own interests and the realization of his own goals. Some of these people are for a better material life, some are for work, and some are for a stable life. Employee turnover tends to personal interests and personal goals. These employees can be divided into three types: material, environmental and stable. Ordinary workers have clear goals, most of which are for material benefits. At the same time, they also work hard and are willing to work overtime, so as to attract them better. While middle managers or professional technicians pay more attention to good working environment, harmonious working atmosphere and clearer and more predictable working prospects. Such people are quick-thinking and innovative. Although they may not all do well, if they can be influenced by an influential corporate culture, they will have great power.

Third, normalization. Today, with the rapid development of science and technology, in the era of knowledge economy, the role of talents is becoming more and more prominent. Under the background of global economic integration, many multinational companies take the China market as their strategic focus, and the first thing these multinational companies have to do is to establish their own turf, and local development is also inseparable from local talents. Therefore, when they came to China, the first thing they had to do was to dig people. Therefore, for a long time, talents, especially management talents and technical talents, will become the target for major companies and become scarce resources. Therefore, the flow of people between companies will be a normal state.

2.1.4 “Brain drain” impact

The increase in labor costs:

The company's labor cost includes four aspects: acquisition cost (recruitment cost), development cost (training cost), use cost (employee's salary and welfare), and turnover costs (loss caused to the company by resignation). If the employee turnover is too fast, the acquisition cost, development cost and turnover costs of the company will be high, and the profit will be reduced, thus directly increasing the company's operating costs. An employee has not brought much benefit to the company in the first few months or six months, but the company is cultivating him.

The loss of technology and customers:

Frequent brain drain will take away the company's business and technical secrets, as well as the company's major customers. And all this is the company spent a lot of money, material resources, manpower and time to get, but because of this, the company's secrets will be exposed, and the relationship between customers and the company will collapse, and eventually fall into the hands of other companies. At this time, enterprises should invest more time, energy and funds to resist risks and attract more customers. This will have a great impact on the competitiveness of the company, and even lead to the company being at a disadvantage in the competition.

2.2 The basic theory of brain drain

2.2.1 Hierarchy of needs theory

Maslow's hierarchy of needs theory is a behavioral science theory put forward by American psychologist Abraham Maslow in his Theory of Human Motivation in 1943. This book divides people's needs from low to high into five levels, namely, physiological needs, security needs, social needs, respect needs and self-satisfaction. While satisfying their own needs, there is also a need for self-transcendence, but in Maslow's hierarchy of needs theory, most people will combine self-transcendence with self-satisfaction needs.

2.2.2 Two-factor theory

Herzberg, an American psychologist, put forward the two-factor theory in 1959. He divided the relevant factors in the enterprise into two types, namely, satisfaction factors and dissatisfaction factors. Satisfaction factor refers to the factors that can make people satisfied and motivated. Dissatisfaction factors, that is, health care factors, refer to factors that are easy to produce opinions and negative behaviors. He believes that these two factors are the main factors that affect employee performance.

2.2.3 Expectation theory

Expectation theory is an incentive theory put forward by Victor frum, a famous psychologist and behavioral scientist in North America, in Work and Motivation in 1964. It holds that the strength of a behavioral tendency depends on the expected strength of the individual for the possible result of this behavior and the attraction of this result to the actor.

The theory put forward above will be applied in analyzing the causes of brain drain and putting forward corresponding measures.

3.Beijing Qinghu Software Co., Ltd. staff turnover and causes analysis

3.1 Development of Beijing Qinghu Software Co., Ltd.

Beijing Qinghu Co., Ltd. was established in September 2018 with the address of Haidian District, Beijing. Its main business is software development, software services, data processing and product design. Beijing Qinghu Software Co., Ltd. has operation department, marketing department, finance department, technology department, comprehensive department and other departments.

The company has gradually expanded from a team of 8 people in 2018 to the current 124 people, and the human resources framework of Beijing Qinghu Software Co., Ltd. has undergone great changes. There are 36 people in the operation department, and there are 30 people at present, mainly because of the large loss of product managers and programmers; There are 37 people in the marketing department, and there are currently 31 people, mainly because of the loss of marketing managers and subordinates; There are 6 people in the finance department, and there are 9 people at present; There are 50 people in the technical department, and there are currently 39 people; There are 15 people in the comprehensive department, and there are 15 people at present.

Table 1 Analysis of employee post structure

(Unit: person)

Department	Number of people	Proportion
Operational department	30	24.19%
Marketing department	31	25%
Finance department	nine	7.26%
Technical department	39	31.45%
Integrated Department	15	12.10%

Data source: calculated from the data provided by human resources of Beijing Qinghu Software Co., Ltd. in 2022.

According to the classification of employees' ages, as shown in the figure, it can be found that most employees of Beijing Qinghu Software Co., Ltd. are under 35 years old. There are 35 people aged 20-25, accounting for 28.2%; There are 74 people aged from 25 to 35, accounting for 59.7%; There are 15 people aged 35 to 40, accounting for 12.1%. It can be seen that the company's personnel are younger.

Table 2 Analysis of the age structure of employees in the company

(Unit: person)

Age group	Number of people	Proportion
20 ~ 25 years old	35	28.2%
25 ~ 35 years old	74	59.7%
35 ~ 40 years old	15	12.1%

Data source: calculated from the data provided by human resources of Beijing Qinghu Software Co., Ltd. in 2022.

3.2 Beijing Qinghu Software Co., Ltd. Analysis of the current situation of staff turnover

The statistics of staff turnover in Beijing Qinghu Software Co., Ltd. in recent years are as follows: Among the resignees, business development personnel and technical staff account for a large proportion, and 120 people can do sample research. According to the survey data, the positions with the highest turnover rate in this company are 55% in the technical

department, 40% in the operation department, 10% in the comprehensive department and 5% in the finance department. Generally speaking, the turnover rate of Internet companies will not exceed 15%. From the data point of view, the technology department, operation department and marketing department of the company all exceed the normal turnover range. Generally speaking, staff turnover will inevitably occur in enterprises, so as long as it is not particularly high (not more than 15%), it is within a reasonable range. When it exceeds 20%, it will actually affect the normal operation of the enterprise. In Beijing Qinghu Software Company, there are as many as 55% technical department staff loss and as many as 40% operation department staff loss, both of which are important departments of the company, which are beyond the scope of general loss. As a software company, the technology department is the core competitiveness of the enterprise, and also holds the important resources of management. The loss of these personnel plays a vital role in the sustainable and healthy development of the enterprise.

Table 3 Turnover rate of personnel in various departments of the company

	Technical department	Operational department	Integrated department	Finance department
Annual turnover rate	55%	40%	10%	5%

Data source: calculated from the data provided by human resources of Beijing Qinghu Software Co., Ltd. in 2022.

In addition, most of the resignees in Beijing Qinghu Software Co., Ltd. are business development personnel and technical employees under 35 years old. And these two parts of employees are indispensable for an Internet enterprise. The loss of these employees has brought great losses to enterprises, so we should try our best to improve the treatment of these employees, reduce the loss of personnel and reduce the losses of enterprises.

3.3 Analysis of the reasons for the brain drain of Beijing Qinghu Software Co., Ltd.

We will generally consider the factors that cause brain drain from three aspects: external environmental factors, competition in the same industry and economic development. Enterprise management factors mainly refer to the internal management system and the characteristics of the industry. Psychological factors, education level and age of employees are personal factors of employees. According to the above survey results, this paper will also analyze the above three aspects.

3.3.1 External environmental factors

At present, the Internet industry market is developing rapidly, and the competition is intensifying. Under the general environment of rising wages and impetuous mentality of personnel in the whole Internet industry, it is inevitable for employees to “jump ship”. At present, there is a contrast between supply and demand in the Internet talent market, which lacks both high-end talents and low-end talents, and at the same time there is a general surplus of talents. This is also one of the reasons for the high employee turnover rate in the Internet industry.

The salary of the industry is high. With the rapid economic development today, the Internet industry has become one of the promising high-paying industries. Facing the demand of excellent employees, the company will give higher salaries in order to compete for talents.

There are many opportunities for promotion. The internet industry has a wide development space. As long as you have strong professionalism and rich work experience, there are many opportunities for promotion and salary increase.

Good development prospects. There is a big gap in post personnel in the Internet industry, new technologies are constantly emerging and updated in the industry, and emerging jobs are gradually increasing, so there is a huge demand for talents in the market.

3.3.2 Enterprise management factors

Among all the factors of brain drain, the most direct one is enterprise management. If we want to use directional measures to avoid brain drain and employee turnover, this factor should also be the first concern. At the same time, the control of enterprise management factors is in the hands of enterprises themselves, and enterprises should pay close attention to it and make good use of it. The main responsible party of brain drain is the enterprise itself. If employees don't recognize the enterprise culture, business philosophy, support and abide by the principles and policies of the enterprise, then there will be conflicts of goals and interests between the enterprise and employees. Even if employees do not resign in a short time,

because these conflicts are not resolved in time and properly, employees will inevitably have the idea of resigning. Generally speaking, people are used to stability, so except for special circumstances, most employees still want to work safely in the company. The employees who left their jobs have their own ideas, but in the final analysis, the most important problems are the following two: either they are dissatisfied with the salary and think that they have not received the same remuneration as they paid; Either think that leaders do not attach importance to themselves and have a low sense of existence and belonging in the enterprise. On the whole, enterprises should be the dominant party in avoiding employee turnover. From this point of view, although the employee turnover of Beijing Qinghu Software Co., Ltd. is not exactly the same, it is indeed the same in terms of not giving employees a balanced and sufficient development space and imperfect relevant rules and regulations. From the perspective of company management, the factors of employee turnover are as follows:

Performance appraisal system. Software development of Internet enterprises is often high risk and high income, at the same time, it needs a lot of investment, and the work content is different from other work. Affected by the nature of this job, how to scientifically evaluate employee performance has become a big problem. If employees think that they have actually paid a lot, but the official evaluation results are not satisfactory, then they will naturally have the idea of job-hopping.

Pay system. The simplest and most direct idea of ordinary employees is to earn high remuneration through hard work. If employees think that their salary is not proportional to the difficulty of the work, their enthusiasm for work will be greatly dampened, and then they want to leave.

Promotion. When software R&D personnel have accumulated rich work experience, they are no longer simply satisfied with their current positions, but also need the company to provide positions equivalent to their strength. On the one hand, this will give employees a full sense of accomplishment and enhance their motivation; On the other hand, the promotion of the position also provides more opportunities for employees to learn and exercise, and constantly improves the ability of employees. If the enterprise can't do this effectively, it is likely to lead to the loss of employees to external enterprises.

3.3.3 Personal factors of employees

There are various reasons for employees to leave their jobs. Usually, when employees leave their jobs, they will say that they are due to personal reasons. But this is just a move by employees to cover up their actual reasons for leaving. At present, through the investigation of the reasons for leaving employees, it is found that there is a great difference between the reasons for leaving employees in the resignation report and the actual reasons for leaving employees. Therefore, it is of great significance to find out the real reasons for leaving employees to reduce the turnover.

Income. According to the results of the resignation survey, most of the resigned employees still think that the companies they have worked for before have not given them satisfactory wages. To better meet the physiological needs. The most direct and fundamental thing to meet people's physiological needs is material satisfaction. When employees choose whether to work in an enterprise, the first consideration is often the salary. Once the salary cannot meet their personal expectations, employees often leave their jobs.

Career development. The results of turnover survey show that employees do not take income as the only consideration when choosing positions. According to Maslow's hierarchy of needs theory, once people have security and meet their physiological needs, they will pursue the realization of self-worth. Post-80s and post-90s employees pay more attention to whether the post can provide opportunities to realize self-worth and maximize personal development.

Age structure. Research shows that age is an important factor affecting employee turnover, and it is inversely proportional to employee turnover. Young employees are more likely to have job mobility, while older employees are relatively less likely to change. More than 90% of the employees of Beijing Qinghu Software Co., Ltd. are under 35 years old, which is a high-risk age group for job changes. According to the survey results, most of the employees who left the company are under 30 years old. These young employees have less work in the enterprise, less nostalgia for the enterprise and lower loyalty. Once employees feel that their jobs are unattractive and lack development space, they can easily jump to other companies and pursue better development.

There are many reasons for the staff turnover of Beijing Qinghu Software Co., Ltd., and the competitiveness of the Internet industry is one aspect, but we can't ignore the reasons of the enterprise itself and the employees themselves.

4.Countermeasures and suggestions to reduce the staff turnover of Beijing Qinghu Software Co., Ltd.

According to the analysis of personnel turnover factors of Beijing Qinghu Software Co., Ltd., this paper puts forward specific suggestions to prevent personnel turnover or minimize the personnel turnover rate.

4.1 Improve the performance evaluation system

According to the above, it can be seen that the performance evaluation system of Beijing Qinghu Software Co., Ltd. has great defects, which is one of the reasons for the brain drain. According to Herzberg's two-factor theory, satisfaction factor or incentive factor is of great significance to employees. When employees of a company think that there are many satisfaction factors, it is not easy for them to have the idea of leaving their jobs, otherwise it will cause serious brain drain. Therefore, building a perfect performance evaluation system can provide reference and motivation for employees to work actively and motivate employees to work hard. Therefore, it is necessary to build a multi-level assessment and evaluation system. Innovation and excellence evaluation mechanism, from human evaluators to institutional evaluators, from simple performance evaluation scoring mode to performance process management mode to promote performance achievement, is goal-oriented, uses salary to push back tasks, gradually optimizes the salary ratio, releases the internal driving force, and urges employees to manage themselves under the guidance of goals.

4.2 Reform the salary system

Under the environment of market economy, the high salary expected by employees. The employee's salary is the factor to keep himself and his family alive. When the employee's salary can't meet his living needs, he may leave. Therefore, whether the salary system can truly reflect the value of talents has become a key factor affecting the flow of talents. The salary level of Beijing Qinghu Software Co., Ltd. is not high and the brain drain is serious, so it is urgent to establish a scientific and effective salary incentive system. The company must first clearly understand the salary, which is not only a cost, but also a way to help the company achieve its set goals. Salary can not only attract and retain excellent employees, but also make the company get greater financial benefits. A good salary and reward system can provide more talents for enterprises. Therefore, it is very necessary to establish a scientific and reasonable salary system, and on the basis of this system, enterprises must link salary compensation with employees' performance, so as to motivate employees, improve employees' performance and prevent brain drain.

4.3 To strengthen employee career training

According to Maslow's hierarchy of needs theory, employees not only have low-level needs such as physiology and safety, but also have higher-level needs such as respect and self-realization. For example, whether you are respected in the company, whether you can realize your value in your current job and future job, etc. When employees' high-level needs are not met, they will also choose to leave. Therefore, with reference to each employee's personal conditions, fully mobilize the enthusiasm of employees, give full play to their personal advantages, and coordinate and unify employee value with enterprise value, not only to create value for the company, but also to make them feel the maximum extension of their own value. Through employees' short-term goals and long-term goals, they can know their own thoughts and desires in time, actually participate in the implementation of employees' goal plans, guide their career development direction, analyze and help employees achieve their goal plans, master employees' ideological trends, and relieve negative emotions in time, so that they can have goals and directions for their own development, thus reducing the turnover rate of employees.

4.4 To build a scientific promotion mechanism

At present, the biggest reason for the loss of Beijing Qinghu Software Co., Ltd. is the limited personal development space. Therefore, under the premise of meeting the material needs of knowledge workers, the company can provide them with a better career plan, so that they have more opportunities to upgrade their careers and make their careers develop further. After making career planning for its employees, Beijing Qinghu Software Co., Ltd. needs to help them complete their career planning in various ways, especially in promotion and career development. Promotion can make employees feel their value and satisfaction better, and at the same time, it can help them achieve better development in their careers and take on more responsibilities in the company. Therefore, a reasonable employee promotion channel can greatly mobilize these professional

people and give full play to their work enthusiasm, which is not only conducive to the construction and development of the team, but also can reduce the frequent loss of Beijing Qinghu Software Co., Ltd. We should make full use of the positive role of the promotion system in enterprise management. First of all, it is necessary to create a fairer and more perfect post adjustment and promotion mechanism, and implement the basic concept of “those who are capable are superior and those who are mediocre are inferior”, so that employees can feel justice and justice in their work and provide them with a fairer and more just working platform.

4.5 To strengthen the construction of corporate culture

Any enterprise, if it wants to create a good corporate image, must first have advanced business concepts and values based on society and the masses, and then fully show them to the public, so that the public can trust their own brands. So as to strengthen the brand building of enterprises and establish a good and harmonious corporate image in society. If you want employees to be loyal to the brand and willing to serve the enterprise, it is far from enough to rely solely on wages. Only by building a solid brand culture and value concept, can employees feel their deep-seated value embodiment, so that employees can love their jobs and be dedicated. Beijing Qinghu Software Co., Ltd. has established its own corporate image in the local area, and it is well-known in the local area, but it still lacks the values that can really unite people's hearts and cannot make employees feel proud and proud because of their work. The company needs to continue to work hard in the following aspects, earnestly build corporate image and spread corporate culture: it is far from enough for new employees to only have personnel training and job training before they officially take up their posts. Professional ability is only one of the basic standards for auditing employees' quality, and it is more important to root corporate culture and brand image in employees' hearts. Formulate the Employee Handbook, including business philosophy, value pursuit, spirit, development history, purpose, development strategy and enterprise system. Enhance employees' sense of identity with the enterprise. At the same time, we should create a harmonious working atmosphere, give employees meticulous care and love, put people first, pay attention to the process, and enhance employees' sense of belonging to the enterprise.

5. Summaries

Today, with the rapid development of the Internet industry, more and more people are engaged in Internet enterprises, and correspondingly, a large number of industry personnel are lost. We should not only pay attention to the rapid development of the internet, but also pay attention to the brain drain under the development of the industry, and it is of great significance to put forward countermeasures in combination with relevant theories. The analysis of this paper is based on the relevant important theories in the field of employee turnover. By using the methods of literature study, field investigation and interview, combined with the actual situation of Beijing Qinghu Software Co., Ltd., this paper studies and analyzes this problem, and finds that the reasons for employee turnover include the impetuous external environment that maximizes employees' pursuit of interests, problems in internal management mechanism of enterprises, unreasonable performance evaluation mechanism, imperfect salary system and limited personal career development. According to the reasons of brain drain, the corresponding countermeasures are put forward, such as timely understanding the development of the industry, grasping the overall situation of the industry and the company's situation, improving the salary mechanism, perfecting the performance evaluation system, strengthening the career training of employees, constructing a scientific promotion mechanism, and strengthening the construction of corporate culture.

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Conflict of Interests

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