



A Study on the Problem of Grassroots Staff Turnover in Property Companies and Countermeasures

— An Example of Enterprise X

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Abstract. China's property services industry has experienced more than 40 years of development since 1981, and the issue of human resources is one of the most important issues for companies to improve their service quality as well as their service brand. However, in recent years, the loss of grassroots staff in property companies has been a serious problem, constantly weakening the competitiveness of the companies. This paper takes a property company as the research object and analyses the problem of massive staff turnover at the grassroots level of the target company by means of questionnaires and interview methods. The results show that the sense of belonging and job satisfaction of the grass-roots employees of Enterprises X are both at a low level. In response to this problem, this paper proposes countermeasures in four areas. This paper is of great relevance to the optimisation of human resources in Enterprises X and the improvement of employee satisfaction as well as the human resource management and sustainable development of the property company.

Keywords: Employee turnover, Property, Grassroots staff.

1 Introduction

With the rapid development of China's economy, the competition among enterprises for personnel is becoming more and more intense. For enterprises, how to attract talent and retain talent is an important factor for enterprises to enhance their market competitiveness. However, with their own development, as well as the inadequacy in management methods, many enterprises are facing the problem of large employee turnover and unstable personnel. At the same time, the grassroots staff are the executors of all the specific work of the enterprise, and are the foundation of the development of the enterprise. The stability of grassroots staff is directly related to the service quality and service level of property enterprises, and to the competitiveness of enterprises in the market. At present, there are many studies on employee turnover, mainly from external factors and internal management, but there is less research on the specific reasons for grassroots employees in property enterprises, and there is a lack of research on grassroots employees' identification with corporate culture. Therefore,

based on the existing research, this paper uses the questionnaire and interview method to study the problem of staff turnover in Enterprises X, summarise the causes of employee turnover in property enterprises, and propose countermeasures, which can complement the existing research on employee turnover. Solving the problem of grassroots staff turnover in property enterprises can promote the sustainable development of enterprises, further enhance the quality of their services and strengthen their market competitiveness.

2 Theoretical foundations and literature review

2.1 Theoretical Foundations

2.1.1. Maslow's Hierarchy of Needs.

Maslow [1] proposed the Hierarchy of Needs theory, which divides human needs into five levels from low to high: physiological needs, safety needs, social needs, respect needs and self-actualization needs. Each human need has a hierarchy, when one level of need is satisfied, the next level of need will emerge. Maslow's Hierarchy of Needs can be a good guide to the human resource management of an enterprise, which can effectively motivate employees according to their needs and inspire them to work. On the contrary, when an enterprise cannot meet the needs of its employees, then the employees will choose to leave and increase the employee turnover rate.

2.1.2. Two-factor Theory.

The two-factor theory was proposed by the American psychologist Herzberg [2], who divided the factors related to business operations into two kinds of factors: health care factors and motivational factors. Health care factors are those factors that can cause dissatisfaction among employees. If the health care factors of employees are satisfied, they can eliminate dissatisfaction and maintain the original work efficiency without motivating employees to work. The two-factor theory can be referred to for the problem of employee turnover. If the health care factors are not satisfied, the workforce will lose its centripetal force, and the phenomenon of employee turnover will occur.

2.2 Literature Review

Employee turnover is an outflow by employees who are willing, but not by the company. This form of outflow is a negative behaviour for the company, and the unwanted outflow of people can often be particularly costly, therefore addressing the factors that influence employee turnover has attracted the attention of many scholars. In terms of factors affecting employee turnover, Deery [3] found in the course of his research that corporate culture is an important factor affecting employee turnover, and that a positive and healthy corporate culture can make employees mentally and spiritually happy and make them work more diligently; on the contrary, it can make employees dissatisfied, reduce their enthusiasm for work or even lose it. According to

Wu [4], the main reasons for employee turnover in SMEs are inadequate job design in the early stages, immature recruitment and management systems, and poor incentive systems. By studying the relationship between employees within a company, Santoro et al. [5] point out that managers in companies often neglect to motivate their grassroots employees thus making them more likely to be unfairly treated, resulting in the turnover of grassroots employees.

Meanwhile, in a study on countermeasures for employee turnover, Hulshof et al. [6] argue that a sound and transparent management system and a fair performance evaluation system should be established to motivate grassroots employees and prevent them from losing their jobs. Chavis et al. [7] argue that appropriate workload, precise tasks and positions, adequate salaries and a pleasant environment can eliminate employee dissatisfaction factors and will help organisations retain their employees. Fan [8] argues that in order to retain employees we need to be people-oriented, affirm the value of employees, and start from caring for them, trusting them and helping them, so that they can feel the trust of the company and thus enhance their sense of belonging.

3 Research design

Enterprise X was established on 29 November 2005 as a company specialising in property management services. With the rapid growth of Enterprise X, the demand for human resources has increased. In order to match the fast-growing demand for human resources, the company has recruited a large number of grassroots staff in recent years. However, the problem of grassroots staff turnover in Enterprise X has also become increasingly serious. The rapid turnover of grassroots staff and the constant replacement of staff have seriously affected the service quality of Enterprise X and restricted the development of the company in the market.

In order to explore the turnover of grassroots employees in Enterprise X, this study uses a quantitative approach, including both interviews and questionnaires. The questionnaire sample consisted of both current and departed grassroots employees of Enterprise X. The departed employees had not left the company for more than one year. The questionnaire was designed with 13 multiple-choice questions, including questionnaire description, basic information, intention to leave, and influencing factors, in four parts. The basic information of the respondents mainly includes: gender, age and job position. A total of 150 questionnaires were distributed in this study, and 137 questionnaire results were collected. The collected questionnaires were analysed for reliability and validity before data analysis was conducted. The reliability and validity were tested by Statistical Product and Service Solutions (SPSS), Cronbach's alpha was used to measure scale reliability and factor analysis was conducted to verify its validity.

At the same time, interviews were conducted with a total of 30 grassroots employees, departed grassroots employees and current managers in Enterprise X. The interview outline was developed based on existing research on employee turnover and the results of the questionnaire before the interviews. The interviewees included three

grassroots managers, 17 grassroots employees who had submitted their application to leave but had not yet left, and 10 employees who had already left. Interviews were conducted face-to-face and by telephone.

4 Data analysis and summary of causes

4.1 Reliability and Validity Tests of the Scale

Cronbach's alpha is a method of testing reliability. As shown in Table 1, the Cronbach's alpha for this scale is 0.867, and the reliability coefficient takes on a range of values between 0 and 1, with the closer to 1 the higher the reliability. The result of this analysis is 0.867, which is a good reliability.

Table 1. Reliability test

Items	Cronbach's alpha
7	0.867

According to the results of the KMO and Bartlett's test analysis, as shown in Table 2, the coefficient result of the KMO test is 0.868. The coefficient of the KMO test takes values between 0 and 1, and the closer it is to 1, the better the validity of the questionnaire. Based on the significance of the sphericity test it can also be seen that the significance of this test is infinitely close to 0 and the questionnaire can be factor analysed.

Table 2. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.868
Bartlett's Test of Sphericity	Approx. Chi-Square	504.352
	df	21
	Sig.	.000

The validity of the questionnaire was further tested based on the results of the KMO and Bartlett's test analysis. As shown in Table 3 Table 4, based on the results of the exploratory factor numerator, it can be seen that the factors extracted from the scale explained the scale to a cumulative extent of 73.991%, indicating that the factors extracted from the scale were able to explain the scale better. After performing the rotation, the loadings of each question item on the factor to which it belongs are at a high level and there are no excessive cross-loadings, indicating that each question item is a valid item.

Table 3. Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.100	58.570	58.570	4.100	58.570	58.570
2	1.079	15.420	73.991	1.079	15.420	73.991
3	.538	7.691	81.682			
4	.417	5.956	87.637			
5	.365	5.215	92.852			
6	.277	3.951	96.803			
7	.224	3.197	100.000			

Table 4. Component Matrixa

	Component	
	1	2
Q6. The management style of the direct supervisor	0.864	
Q10. The degree of recognition of the company's corporate culture	0.858	
Q12. The company's salary and welfare system	0.825	
Q11. Company-provided learning and training opportunities	0.817	
Q9. The degree to which one can perform in the position	0.798	
Q7. Working environment and working hours	0.784	
Q8. Work intensity		0.965

4.2 The Current Situation of Employee Turnover at the Grassroots Level in Enterprise X in the Past Two Years

According to the statistics provided by the Human Resources Department of Enterprise X during the interviews, the active turnover rate for 2020-2021 is 21.96% - 22.05%. According to the APHR report, the employee turnover rate is in the normal range of 10%-15% [9]. Property companies are labour-intensive enterprises, providing services most notably basic property services, with a high turnover of grassroots employees who move quickly and are replaced frequently, and a high turnover rate is bound to affect the stable operation of property companies.

4.3 Factors Affecting Turnover at the Grassroots Level in Enterprise X

From the questionnaires that have been collected and the results of the interviews, a statistical analysis of the factors influencing the turnover of grassroots employees in

Enterprise X has been carried out and the following influencing factors have been summarised.

4.3.1. Poor Compensation and Benefits Package.

The salary and work intensity survey is shown in Table 5. It was found that 40.88% of the employees were dissatisfied with the salary and welfare system of Enterprise X. At the same time, most of the grassroots employees considered their work intensity to be on the high side, and when it came to suggesting improvements to the company, the vast majority of the respondents believed that the company's salary needed to be raised. The survey found that the minimum wage in the city where Enterprise X is located is RMB 1,810, while most of the cleaning staff in Enterprise X are paid in the range of RMB 2,000-2,300 per month, while grassroots employees in other industries are paid RMB 2,500-3,000 per month, or even more. Moreover, long working hours and high intensity are common features of the work of grassroots employees in the property industry. Under normal circumstances, security guards, cleaners, landscapers and maintenance workers in Enterprise X have one day off per week and work 8 hours per day, reaching 48 hours per week. One janitor is responsible for the hygiene of the common areas of 3-4 multi-storey buildings with a total of 10-12 units, which is more labour-intensive. The long working hours and high labour intensity but low salaries have led to the loss of many grassroots staff in the property industry

Table 5. Salary, work intensity survey table.

Title	Options	Quantity	Proportion
Compensation and Benefits	Highly Satisfied	4	2.92%
	Relatively Satisfied	20	14.60%
	Average	44	32.12%
	Relatively Unsatisfactory	56	40.88%
	Highly Dissatisfied	13	9.49%
Work Intensity	Extremely Large	9	6.57%
	Relatively Large	74	54.01%
	Average	45	32.85%
	Relatively Small	6	4.38%
	Extremely Small	3	2.19%
Areas for Improvement	Food and Accommodation	47	34.31%
	Remuneration	120	87.59%
	Other Benefits	64	46.72%
	Training and Learning	59	43.07%
	Working Hours and Environment	58	42.34%
	Other	19	13.87%

4.3.2. Lack of Employee Identification with Corporate Culture.

According to Table 6 of the survey results, many grassroots employees in Enterprise X do not identify well with the company's corporate culture. A large part of the problem of staff turnover is due to the fact that the company has not created a good corporate environment that can retain and attract employees [10]. The absence of a good culture or a mutually agreeable corporate culture causes employees to have no centripetal force and no sense of belonging. Over time, employees complain when they encounter problems and become negative about their work. Enterprises fail to understand the real thoughts of employees and focus too much on corporate interests. This kind of working environment will only make the cohesion of the staff slowly lost, when the staff to the enterprise more and more no sense of belonging, sense of identity, and in the context of the enterprise salary does not have the advantage, staff turnover is the inevitable result.

Table 6. Corporate Culture Identity

Title	Options	Quantity	Proportion
Corporate Culture Identity	Strongly agree	7	5.11%
	Relatively agree	44	32.12%
	Generally	40	29.20%
	Relatively disagree	44	32.12%
	Strongly disagree	2	1.46%

4.3.3. Lack of Training for Employees at the Grassroots Level.

Good learning and training opportunities can not only improve the overall ability of employees, but also enhance the overall competitiveness of the enterprise. As shown in Table 7, 53.29% of survey respondents believe that companies provide fewer learning and training opportunities. This not only reduces the quality of service, but also makes it take time for employees to adapt and understand the job. When working in such a state, employees feel that they are not valued by the company and that they lack communication with the company, and are likely to choose to jump ship to other companies.

Table 7. Survey of training opportunities offered by companies.

Title	Options	Quantity	Proportion
Training Opportunities	Much	5	3.65%
	More	19	13.87%
	Average	40	29.20%
	Less	58	42.34%
	Very few	15	10.95%

4.3.4. Poor Working Environment.

According to Herzberg's two-factor theory, the work environment is a health care factor. A good working environment can keep employees in working condition, while a poor working environment can cause dissatisfaction among employees and make them feel negative about their work, which in turn can lead to employee turnover. As shown in Table 8, the working environment provided by Enterprise X for its employees is not conducive to maintaining a good working condition and may even cause dissatisfaction among employees.

Table 8. Work Environment Satisfaction Scale

Title	Options	Quantity	Proportion
Work Environ- ment	Highly Satisfied	7	5.11%
	Relatively Satisfied	33	24.09%
	Average	56	40.88%
	Relatively Unsatis- factory	36	26.28%
	Highly Dissatisfied	5	3.65%

4.3.5. Incorrect Management Style of Direct Supervisor.

The grassroots staff in property companies have a single job and most of the grassroots managers do not have complete management experience. As shown in Table 9, the majority of the grassroots staff in Enterprise X have a disapproving view of the management style of their immediate supervisors. For a long time in the past, many people did not have a comprehensive understanding of property management and believed that property enterprises were not highly skilled, thus not many people joined the property management industry, and even fewer people with higher quality were willing to work in property management [11]. However, the management methods and means of grassroots managers are very important. Most of the grassroots managers, such as team leaders, are not highly educated and have not received systematic training in management theory, so they do not know how to care for their staff, help them and encourage them, and fail to give technical guidance and solutions when the team members have work problems. Even when employees are under pressure at work, they use backward management methods to deal with them roughly and with a bad attitude, and many grass-roots employees are not willing to stay in this environment.

Table 9. Satisfaction survey on management style of supervisors.

Title	Options	Quantity	Proportion
Management style of supervisors	Highly Satisfied	9	6.57%

	Relatively Satisfied	35	25.55%
	Average	45	32.85%
	Relatively Unsatisfactory	43	31.39%
	Highly Dissatisfied	5	3.65%

4.3.6. Limited Space for Employees Development.

According to Maslow's Hierarchy of Needs theory, human needs can be divided into five types, which are hierarchical, with the highest level being the need for self-actualisation. There is no good room for promotion for grassroots employees in Enterprise X, so the human resources department needs to attach great importance to the self-fulfilment aspect of employees. If the importance of self-fulfilment of employees is ignored, it will also reduce the motivation of employees to work [12]. Grassroots employees also need recognition and encouragement. Grassroots employees who are capable and have excellent performance also need to be recognised by the company.

5 Conclusions

This study shows that in the face of today's serious problem of grassroots staff turnover, the company's remuneration and benefits, working environment, corporate culture, management style of immediate supervisors and training system are all important factors affecting the turnover of grassroots staff. Basic property services are the main source of income for property companies, and the instability of the grassroots staff largely restricts the development of the company and increases its instability. Faced with the problem of staff turnover, companies need to control the flow of corporate staff through a variety of effective management measures [13]. Therefore, the company needs to consider the needs and perspectives of the grassroots staff according to their own situation, reasonably motivate the staff and solve the actual problems of the staff according to their situation. Only by creating a good working environment, living environment and development environment for them, can we retain people and achieve sustainable development of the enterprise.

This study adds to existing employee turnover theories and explores the factors that affect grassroots employee turnover in the property industry, with implications for maintaining corporate stability and optimising corporate human resource management in the property industry.

In practical application, this study provides guidance to property companies in solving the problem of grassroots staff turnover. The turnover of grassroots employees is influenced by various aspects such as corporate culture and management system, and in this regard, property enterprises can improve the following four aspects.

Firstly, adjust the pay system of the grassroots staff and enhance the welfare benefits. The human resources department should establish a suitable remuneration system

and make corresponding performance assessment on the salary structure of grassroots employees. According to the operation of the project, the company can appropriately increase the seniority salary and performance salary on the basis of the post salary, formulate the performance assessment standard for each grassroots post and reflect the performance assessment results in the salary, so as to solve the problem that the salary of new and old employees, good and bad work are the same. In the welfare treatment of grassroots employees, the company can give high temperature allowance according to the work arrangements of employees, organize regular medical check-ups for employees, sympathize with employees in difficulty, and arrange for the accommodation of employees with distant addresses.

Second, improve the company's training system. Enterprises must have a perfect training system in order to make their employees provide better services. The survival and development of the enterprise cannot be separated from the training of the staff, and the training of the grassroots staff can not only make the staff provide better service quality but also effectively reduce the staff turnover rate. Grassroots employees usually have few objects to talk to and little voice, so managers can interact with grassroots employees through occasional seminars and targeted training to provide them with a platform to communicate and talk to each other. By strengthening communication between managers and employees, the creative thinking of employees can be stimulated and their cohesion and sense of identity and belonging to the company can be enhanced [14]. The continuous training of grassroots employees can improve their operational proficiency and effectively reduce the occurrence of safety accidents. The training of grassroots managers should not be neglected, as grassroots managers are the key to retaining grassroots employees. Regular training on management skills for grassroots managers enables them to learn emotional management rather than command management in order to achieve the purpose of retention.

Third, focus on the construction of corporate culture. The main purpose of corporate culture construction is to give employees "soft environment motivation", want to influence the thoughts and behaviours of employees and better management of employees, it is necessary to have a relatively complete and highly operational corporate culture system [15]. The company can carry out more various forms of staff activities to promote the construction of corporate culture, enhance the emotional exchange between employees and between employees and the company, put the corporate culture into practice, reflect the enterprise's people-oriented management ideas, so that employees have a good and harmonious working atmosphere, happy to work, so as to improve the enthusiasm of the grassroots staff to work and better create value for the enterprise [16]. At the same time, you can carry out outdoor activities for employees, issue condolences on traditional Chinese festivals, and the company's leaders condole with grassroots employees who hold on to their posts, etc. to give more care, trust and support to employees. In order to solve the problem of long working hours and high labour intensity of the grassroots staff, we can try to use advanced operational equipment and tools, such as intelligent vehicle identification systems, patrol card punching systems and security monitoring systems for security equipment, and electric floor scrubbers and electric rubbish removal vehicles for cleaning equipment, so that the grassroots staff can get rid of the tedious and single physical labour.

Fourthly, the promotion space of the grassroots staff should be broadened. The company can give more room for development to talented staff with excellent performance, rather than just being stuck in their current positions. The company can promote employees who meet the requirements to management positions, so that employees can see the prospect of development in the company. At the same time, the company can also subdivide the positions of the grassroots management and increase the number of positions so that employees can see the hope of promotion.

This study examines the factors that influence the turnover of grassroots employees in property companies, but there are certain shortcomings in this study. The sample size of the questionnaire survey is small and the findings obtained may not necessarily match the situation of every grassroots employee. The countermeasures proposed in this paper are still inadequate in practice and need to be further improved in practice. Finally, it is hoped that this study can provide some help for property companies to reduce the turnover rate of grassroots employees and optimise the company's human resource management in concrete practice, so as to achieve better development.

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