



A Comparative Study on the Influencing Factors and Coping Strategies of Employee Turnover in Different Age Groups

-Company A as an example

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ABSTRACT. Aiming at the new changes in the current labour market and the problems and challenges faced by the enterprise's employment mechanism policy, taking Company A as an example, we sort out and summarize its human resource characteristics and employee turnover, identify the reasons leading to employee turnover in five aspects, such as the information of the labour market, employees' demands, the company's management system and mechanism, management communication, career planning, etc., and carry out a comparative analysis of different age classes, and put forward measures such as creating a good It proposes to create a good working atmosphere, implement differentiated management, carry out regular management communication, formulate personalised career planning, and use the S-curve to guide the management of employees and other countermeasures, which can provide reference for other enterprises to improve the level of human resource management.

Keywords: employee turnover, age class, employee differences

1 INTRODUCTION

In recent years, China's economic development has entered a new normal, and economic development has shifted from a stage of high-speed growth to a stage of high-quality development; the labour force, as an indispensable and important elemental input to economic development, has also undergone some new changes in response to the new situation and new requirements: first, the educational level of the school-age labour force has improved, and it is generally of higher quality and greater professional competence. In the past two decades China's gross enrolment rate in higher education has climbed year by year, reaching 57.8% in 2021, about 10 times that of 1998, by which the number of college graduates of the right age for employment has grown year by year in recent years, and the labour resources in the labour market that have received a good education have continued to increase. Secondly, the values and ideology of young

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employees are gradually changing. From Maslow's hierarchy of needs theory, compared with older and older employees, young employees, influenced by multiple reasons such as higher education and differences in learning and growth environments, tend to place less emphasis on survival needs and generally seek higher levels of social interaction, as well as respect and self-fulfilment in their work.

These changes in the labour market have, to a certain extent, changed the situation of relying solely on a large number of low-cost labour inputs to promote economic growth and enterprise development in the past, but they have also brought about problems and challenges to the mechanism of employment and employment policies of enterprises. Therefore, it is of great practical significance to study the factors affecting the departure of employees of different age groups, especially young employees, to explore effective talent management mechanisms and to propose strategies for enterprises to cope with them.

2 CURRENT STATUS OF RESEARCH AT HOME AND ABROAD

"People are one of the most important assets of an enterprise or organisation and a key factor in competitiveness. How to retain talents and reduce the brain drain has naturally become an important part of human resource management. Over the years, many scholars have conducted extensive and in-depth research on the work characteristics of employees of different age groups and the problem of corporate brain drain.

Employee differences in research, Li Yu Mojia (2013) pointed out that employees born after the 1980s is the new generation group, this group was born after the reform and opening up, is China's implementation of family planning after the birth of the generation, with the accession of some of the post-1990s, is becoming the core force of talent. But because of the different growth environment, thinking mode and behavioural characteristics, it brings new challenges to enterprise management[1]. According to Luo Chun (2017), the age group of the population can be divided into three major categories, namely "child population", "adult population" and "elderly population", of which "Adult population" is the "labour force age population", but due to the large age span of the "adult population" (15-64 years old), the "labour force age population" of different ages should be considered hierarchically. " influencing factors and give corresponding management countermeasures[2]. Li Zheng (2018) found that when studying the cultural conflict of employees of different age groups, employees born before 1984 had a single growth environment, their values were easy to unify, and they had a high degree of identification with the company system, while employees born after 1988 had more diversified values, had a lower degree of identification with the company system, and believed that the company was unable to protect their interests[3]. Song Weidong, Bao Zhenxing, Sun Lifen, and Chao Fashu (2021) pointed out that there are differences in job demands, self-development, promotion opportunities, and sense of job achievement among employees of different age groups, in which employees under the age of 40 are more concerned with their own development and spiritual needs in addition to basic salary and benefits, while those over 40 pay more attention to a

stable occupational environment and health and safety[4]. Liu Xingguang (2023) mentioned in the study of talent loss in logistics enterprises that post-90s employees have higher and higher requirements for spiritual incentives, and enterprises that do not pay attention to and adjust the management system will be at a disadvantage in the increasingly fierce competition for talent, which is not conducive to the long-term stable development of enterprises[5].

In the study of talent loss, Obed Figueroa (2015) analyzed the factors of the loss of teaching staff in the field of colleges and universities, and thinks that the loss of teachers and staff has a great influence on colleges and universities and the government. It also provides solutions to how to strengthen the internal operation and retain staff in colleges and universities[6]; Emma Kurnat-Thoma, Mary Ganger, Kelly Peterson (2015) for the field of medical institutions, analysis of hospitals, medical institutions, etc., found that the loss of new employees is serious, so they take staff turnover as a key index, analyze the reasons, design factor project intervention to strengthen and standardize the entry process of new employees, and finally design a standardized entry model tailored for new employees[7]; Li Jiao, Zhao Siqi, and Wang Xuandong (2018) proposed that in the context of enterprise mixing and reform, the mismatch of people and positions and the lack of corporate identity from the perspective of the employees, as well as the lack of compensation system and corporate culture from the perspective of the enterprise are the dominant factors of talent loss in the enterprise, and give certain strategies from these[8]; Zhang Jimei (2020) pointed out that the loss of talent greatly affects the development of the company, and discussed the problem from the aspects of remuneration, incentive system, and corporate culture and put forward corresponding measures. and discusses the problem of talent loss from the aspects of salary, incentive system, talent deployment and puts forward the corresponding measures[9]; Wu Tong (2022) takes Company H as an example, combines a variety of models to study the reasons for the company's talent loss, and gives the corresponding preventive measures[10]; Chun Hu (2023) also mentions that the personnel of the private enterprises leave frequently, and some enterprises do not care about this problem at all, so it leads to the private enterprises' the lack of talents. And salary and benefits, work atmosphere and promotion and growth space is small also become an important reason for personnel to leave[11]. Yan Junqiu (2023) believes that most of the private and small and micro-enterprises lack of strong stability and attraction, facing the difficulties of employment due to the loss of talent, should improve the incentive mechanism of small and micro-enterprises, and shaping a strong corporate culture[12]. Overall, although the current research on the problem of brain drain has been commonplace, it is often general, with a specific enterprise as a case for in-depth analysis of the research is still relatively small, especially the complete analysis of the employment characteristics of different age classes, the separation of factors affecting the interrelationships between factors and corporate coping strategies is still relatively lack of research, so we take Company A as the entry point to the different age classes of staff Therefore, we take Company A as an entry point to conduct a comparative study on the influence factors of separation and coping strategies of employees of different age classes, aiming to draw some valuable perceptions and conclusions.

3 CASE STUDY - COMPANY A AS AN EXAMPLE

3.1 Basic information about Company A

Company A was established in August 2017, belongs to the high-tech small and medium-sized enterprises. Company A's main business scope is integrated circuit design, manufacturing, packaging, testing, computer software research and development, design, technical services, sales, semiconductor lead frame, semiconductor materials, equipment, electronic products and templates, research and development, design, manufacturing, sales, and Domestic trade agency services, import and export of goods and technology (except for goods and technology restricted or prohibited by the state); the main R & D products include 8Bit MCU, 32bit MCU, capacitive touch control chip, inverter DC motor control chip, servo system control chip and other products, its high anti-jamming performance, high anti-static performance, and a wide range of temperatures are up to industrial-grade requirements, widely used in intelligent home appliances, smart home appliances, DC motor control chip, servo system control chip and other products, its high anti-jamming performance, high anti-static performance, and wide temperature range of industrial-grade requirements. These products are widely used in the fields of intelligent home appliances, automotive electronics, security monitoring, lighting and landscape, intelligent toys, smart home, consumer electronics, and so on.

3.2 Characteristics of Company A's human resources

3.2.1. Staff structure.

As of June 2023, Company A had a total of 47 employees. From the perspective of age structure (as shown in Figure 1), Company A presents obvious characteristics of personnel rejuvenation, including 5 employees after 70, accounting for 10.6% of the company's total employees; 9 employees after 80, accounting for 19.1%; 32 employees after 90, accounting for 68.1%; and 1 employee after 00, accounting for 2.2%. In terms of departmental structure (as shown in Figure 2), the number of personnel in each department of Company A varies greatly, with nearly 90% concentrated in the operation and engineering departments, of which 2 employees in the administration department accounted for 4.2% of the company's total employees; 4 employees in the finance department accounted for 8.5%; 22 employees in the operation department accounted for 46.8%; and 19 employees in the engineering department accounted for 40.4%.

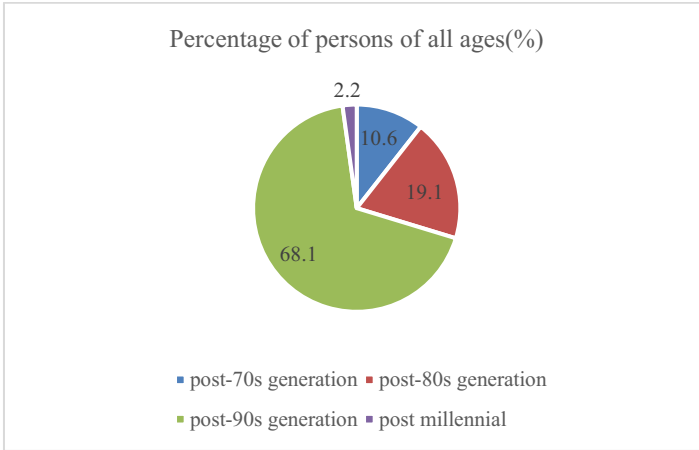


Fig. 1. Age structure of human resources in Company A

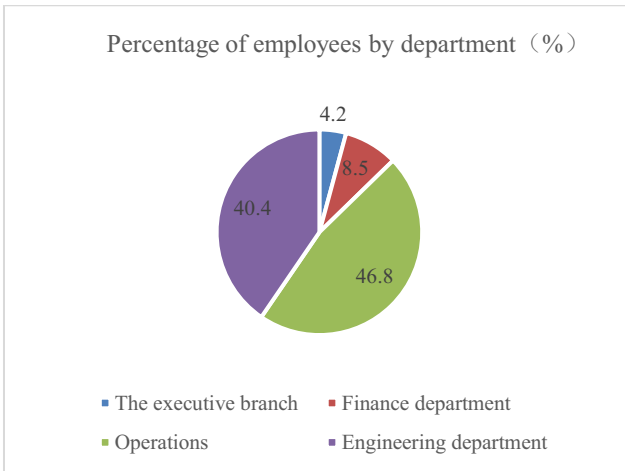


Fig. 2. Departmental structure of human resources in Company A

3.2.2. Wastage of employees of different age groups.

With the growth of business scale in recent years, the number of recruits in Company A has shown a certain upward trend, the total number of personnel has become larger leading to increased employee heterogeneity, the stock of employees' work demands, work habits and the perception of the company's management system and mechanism have begun to show a certain trend of polarisation, the result of which is that the stability of the employees fluctuates, and the rate of employee turnover shows a clear upward trend (see Table 1), from 2018's 13.6% to 33.3% in 2022.

Table 1. Overall staff turnover in Company A in the last five years

vintages	Number of Recruitment	Number of separations	Total number of employees at the end of the year	Separation rate (%)
2018	8	3	19	13.6
2019	18	4	33	10.8
2020	12	5	40	11.1
2021	25	18	47	27.6
2022	19	22	44	33.3

From the point of view of the departure of different age groups (see Table 2), the departure of employees in Company A is dominated by the post-90s. On the one hand, it is because the base number of post-90s employees in Company A is high and accounts for a large proportion; on the other hand, it is because the management mode of Company A is more traditional and rigid, and the management system, management means and management methods and approaches have not been adjusted and optimised along with the entry of a large number of post-90s employees, and have not met the relevant demands of post-90s talents, which led to a larger number of talent loss.

Table 2. Employee turnover of different age groups in Company A in the last five years

vintages	Number of separations by age group			
	post-70s	post-80s	post-90s	post-00
2018	0	1	2	0
2019	0	0	4	0
2020	0	0	5	0
2021	0	1	17	0
2022	3	6	13	0

In terms of departures by department (see Table 3), the engineering department of Company A has the largest number of departures. Although the proportion of employees in the engineering department to the total number of employees in Company A is not high, the departures are mainly concentrated in the engineering department because the engineering department is basically composed of young employees, and the proportion of post-90s employees in the engineering department is much higher than that in the other three departments.

Table 3. Employee Turnover in Different Departments of Company A in the Last 5 Years

vintages	Number of separations by department			
	executive (government branch)	financial department	Operations Department	engineering department
2018	1	0	1	1
2019	0	0	2	2
2020	0	0	1	4
2021	1	0	4	13
2022	1	0	2	19

3.3 Comparative analysis of the causes of staff turnover in different age groups

3.3.1. Convenient access to labour market information.

With the advancement of science and technology and the rapid development of new media, the dissemination of information has become widespread and transparent, and the employed can more conveniently obtain a large amount of market conditions and recruitment information, so that they can find positions that are more suitable for them and with better pay and benefits, leading to their increased willingness to leave and an increase in the rate of departure. This situation is particularly evident in the high-tech enterprises represented by Company A.

3.3.2. There are differences in employees' demands.

Employees of different age classes have different career demands, and their sense of identity and loyalty to the company will also differ. 70s and 80s employees prefer stable working relationship because of their working age, concept, family needs, etc., and have less need for self-realisation, and have high sense of identity to the company; while 90s and 00s employees are generally well-educated with higher education, and they have their own free thinking and viewpoints, they reject their own role and instrumentalisation at work, and want to create benefits for the organisation while finding and discovering their own values. They reject being role-played and instrumentalised, and hope to find and explore their own values while creating benefits for the organisation at work. company A's original labour relations have gradually become outdated under the influence of a young workforce, and no substantial changes have been made to take into account the demands of post-90s employees, leading to a high turnover of post-90s employees.

3.3.3. The company's management system is relatively rigid.

Company A's management mechanism is old-fashioned, and it has been using the salary system, promotion system and welfare system used at the beginning of the company's founding, and has not been adjusted in a timely manner in response to changes in the labour market. With the large number of post-90s and post-00s employees joining the company, Company A's original top-down management model is still effective for the post-70s and post-80s, but it is no longer feasible for the post-90s and post-00s employees, who are no longer satisfied with their roles as "employees" and "subordinates", but rather seek mutual benefit and co-benefit. These employees are no longer satisfied with the roles of "employee" and "subordinate", but are looking for mutually beneficial partnerships, which are not reflected in Company A's systems, processes and corporate culture.

3.3.4. Insufficient effective management communication.

Company A follows the traditional Email mail form for employees to summarise their work, report problems and communicate with each other, which is more effective for the post-70s and post-80s employees because they have a certain administrative

rank after many years of work, have a smaller need for promotion, and hope to devote more time to their family life and don't want to take up too much free time to communicate with their managers. communication with managers. However, for the post-90s and post-00s employees, this form of communication is too rigid, and it is difficult for these employees to feel a fair and free atmosphere, and it is difficult to improve the working relationship between subordinates and employees. At the same time, Company A only once a year through the staff meeting to let employees and leaders face-to-face equal communication, young employees do not have enough time to show their own ability to managers, do not get enough platform to show their own value, which is prone to negative emotions, and then produce the idea of leaving the company.

3.3.5. There is no personalised career planning.

Company A has fewer employees engaged in human resource management and cannot communicate with each employee in time and help them set up personalised career planning. For the post-70s and post-80s employees who have been in the company for a period of time, most of them have already achieved certain career goals, so there is less confusion in the work, and the career path is clearer. However, for post-90s and post-00s employees, if they cannot effectively combine corporate vision with personal development, pay attention to their career planning, and help them formulate near-term and long-term goals in conjunction with reality, it is difficult to stimulate employee motivation and retain employees.

3.4 Study on response strategies

3.4.1. Create a good working atmosphere.

Unlike the boss-centred concepts of the Post-70s and Post-80s, the Post-90s and Post-00s are much less concerned about the boss than the work environment and team atmosphere. As Mayo argued in Hawthorne's experiment, the assumption of "social man", interpersonal relationship and sense of belonging to the organisation are more attractive than economic and material incentives. Therefore, Company A should actively create a good organisational environment and working atmosphere to promote the establishment of good social relationships among employees, such as providing free afternoon tea as a leisure time, and carrying out daily group building activities for employees.

3.4.2. Differentiated management for employees of different age classes.

Company A is mainly dominated by post-90s talents, so in the original incentive reward and punishment mechanism, it can appropriately increase the management methods close to the post-90s talents, for example, it can be considered to use the game thinking to make certain changes to the performance management methods, using the game point accumulation system similar to the performance of the rankings combined with the form of the blind box as a kind of extra surprise. Issued to employees in the form of blind boxes as an extra surprise.

3.4.3 Carry out regular management communication.

Company A can give employees regular upward communication opportunities to reflect the situation and report work to their superiors, and employees of different age groups can determine the frequency of communication according to their own needs, so that not only can timely understand the confusion and needs of the employees, but also prompt the employees to change from the simple execution of work tasks to the completion of the work in a flexible and autonomous manner.

3.4.4 Formulate personalised career plans.

Company A can focus on the values of mutual achievement between the organisation and the individual, respect the individuality of the employees, and guide the employees of different age groups to formulate career plans in line with their own. For the post-90s employees, we should assist them in formulating short-, medium- and long-term goals, so that the employees' personal demands and the company's goal blueprint fit together, and grow step by step, so that they have the motivation to stay in the company; for the post-70s and post-80s employees, we should actively understand their rationalisation suggestions, and help them to adjust their career planning in a timely manner.

3.4.5 Managing employees with S-curve guidance.

S-shaped growth curves in the biological sense can be divided into individual growth curves and population (average) growth curves, which are generally labelled with time on the horizontal axis and measurements on the vertical axis. Population growth tends to follow an S-shaped curve, and biological populations from microorganisms up to humans often conform to this curve. The curve can be divided into two patterns, a pre-growth-promoting phase and a post-growth-decline phase. The turning point (zigzag) between the two forms is the flowering stage for plants and the maturation stage (puberty) for animals, and growth over the course of a lifetime can often be divided into several growth curves. For the enterprise staff, its treatment of a position or a job enthusiasm and growth will also be to the S-shaped curve as time and change, managers should pay attention to the development of staff to which stage of the curve, if it is the early stage to help promote its growth, if it is carried out to the late stage, it is necessary to consider the need for employees to replace the new S-shaped curve[13].

4 CONCLUSION

With the changes of economic development and social environment, the differences in the attitudes and demands of employees of different age classes towards work and their ways of communication and cooperation with others are becoming more and more prominent in the workplace, which has become an important concern of human resource management. Although Company A is only a small and medium-sized high-tech enterprise, the conclusions drawn from its analysis are also of reference and reference significance to other types of enterprises. In the face of the increasingly large employ-

ment talent market and the external market environment of intensified competition, enterprises must establish a talent management model adapted to different age classes, identify the influencing factors of staff turnover in a timely manner, adopt effective strategies such as improving the mechanism, improving the system, creating an atmosphere, etc., to enhance the level of human resource management, give full play to the value of talent as a core resource, and enhance the core competitiveness of enterprises.

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